

32 Capabilities of Highly Effective People in Any Field

Towards Defining Customer Requirements for Educational Institutions, Corporate Universities, and Personal Careers

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Research Questions;

1. What prevents colleges, of all sorts, corporate, public, and private, from turning out effective people as grads?
2. What is a scientifically valid way to define “effectiveness”, those components of it shared across diverse fields/professions?
3. What are domain general effectiveness capabilities as defined by people in diverse fields/professions who are known as highly effective people?
4. What distinguishes educatedness, creativity, and effectiveness?
5. How do models of effectiveness from research literatures differ from models from highly effective people, given interviews and questionnaires?

Managers in industry typically find it takes two or more years before MBAs from the world's best universities become effective in fundamental ways (Bok, 1990). Hiring organizations, public and private, find humanities and social science graduates of the world's best universities are missing brainstorming, teamwork, editing, political, neurosis self management, and time management skills essential for effective work (Soundings, 2003). Employers find engineering and science graduates cripplingly lacking in the social, political, and psychological skills, and most importantly in the verbal expressiveness skills essential to teamwork in modern organizations (Soundings, 2003). Highly educated people, in terms of degrees earned, and highly creative people in terms of maverick dispositions and early accomplishments typically are ineffective in modern work organizations, many of them throughout their entire careers (Xerox, 1992). Even the most famous corporate universities privately admit that they continually retrain employees and managers in the same or similar skills because even slight changes of context confuse employees and cause them to fail to map previous skills to new task areas. Since modern business amounts to continual change of customer, market, and product, employees and managers end up re-training, re-re-training, and re-re-re-training in the same skills throughout their careers (Motorola, 1995). Many decades ago, research already demonstrated that to the extent that colleges emphasized intellectual success they stunted lifetime good outcomes of their students (Heath, 1977); it was psychic maturity achieved in college that predicted good lifetime outcomes, not grades, GREs, or the like (and treatment of such maturity as a goal of educating was happenstance where it existed at all, including a great deal of imprecision about just what it was). It could not be more apparent that colleges and corporate universities are either unable or unwilling to graduate people capable of operating effectively in modern organizations. Apparently they either do not know what effectiveness requires or, if they know it, they do not wish to provide it. Five explanations of this refusal of making grads into effective people are explored: culture gap, goal gap, speciality plethora, context sensitivity, and mystification. Several of these causes of ineffective grads can be blunted if a consensus on

what effectiveness consists of, across fields, is obtained in a valid and reliable manner. That is the task this paper undertakes. We are all more likely to create effective people if we know what effectiveness consists of, based on a scientifically valid study of who the world's most effective people are and what it is that makes them capable of such effectiveness.

Research Method:

- 1. Double stage recommendations of 315 eminent people nominating 150 "highly effective people" half US, half global, in 63 diverse strata of society**
- 2. The 150 people nominated as highly effective, given questionnaires and interviews, asking what makes them effective and what makes others effective**

To this end an artificial intelligence technology approach combined with a total quality approach to defining "effectiveness" was pursued by asking 315 (5 per each of 63 parts of US society) eminent people in a stratified sample of 63 parts of society, half American, half global, to nominate "highly effective people". These eminent nominators were asked who was the most effective person in their lives and in their particular discipline/profession, what behaviors were unique to such highly effective people, and how they distinguished highly effective behaviors/responses from highly educated and highly creative ones. They were also asked what, exactly, they expected of highly effective people in various roles around them in their career and work (using certain total quality customer satisfaction dimensions). Their answers were used to add items to an interview given to the highly effective people that they nominated in the same of 63 parts of US society they were from. A total of 150 such nominated people were given interviews and questionnaires that resulted from interviewing the people who nominated them.

Data Analysis:

- 1. Thousands of statements in questionnaires and interviews given by 150 subjects nominated as "highly effective people" categorized by similarity on one level then those results categorized to form another level, till a top level of 8 overall concepts is attained**
- 2. Research literatures of various kinds of effectiveness similarly categorized in a bottom up manner to produce models of effectiveness to be compared with the model from the 150 "highly effective people"**

Analysis of questionnaires and interview transcripts was done, marking behaviors unique to effectiveness, marking distinctions of effectiveness from educatedness and creativity, naming marked ideas, grouping similar such ideas, ordering them, resulting in a hierarchical model having 8, 32, 96, 288 dimensions of "effective person behavior" (each dimension at the 96 item layer in the model was mentioned by at least 30 nominees) and 288 step by step procedures, 1 for each of the 288 smallest scale dimensions. The results were put into a Fractal Concept Model format (where different hierarchical layers of ideas, each with the same "branching factor" follow the same ordering principle), and a book explaining each of 96 domain-general effectiveness methods. 32 general capabilities of highly effective people were thusly identified, then information processing models of each general capability were formed. Component functions of effectiveness for each of the 32 capabilities were articulated from components of each in the dataset. The resulting model was compared with models of effective behaviors in 8 fields developed by academic researchers. Explanations of particular gaps between these models and this paper's model are offered as hypotheses for testing in later research.

Results:

- 32 capabilities, 96 methods, 288 functions, and 288 procedures of highly effective people produced from categorization of questionnaire and interview results**

Use of this paper's effectiveness model to assess the degree of "effectiveness" produced by various institutions and instructors, and to specify exact solutions, for certain hard-flaws-to-correct in business persons, that any manager encounters, is described.

Key Words : effectiveness, capabilities, skill repertoires, orthogonal disciplines, tacit knowledge, communities of practice, knowledge management, procedural literacy

Are the Capabilities that Effective People Have Domain Specific or General?

Artificial intelligence people built tens of thousands of expert systems in the 1980s and 1990s world wide, in nearly every field of professional endeavor. Naturally, nearly all these systems involved extremely careful study and modeling of people who were expert in some field. Most of these “expert” people were also extremely effective. So effective people in nearly every field were studied intensively over a 20 year period as people built expert systems, in software, to mimic and automate and distribute many of their expert capabilities. The best expert systems typically start with something called a “protocol analysis” of an expert handling a hard case, an easy case, and a typical case, in various subdomains of his or her work. Protocol analysis is an extremely demanding and detailed procedure for laying bare inchoate, nascent, inarticulate, automated, unconscious routines, methods, and procedures. Typical protocol analysis sessions involve an expert handling his or her case and, interrupted every 15 seconds by a bell, stating then what is on his or her mind. A huge transcript of these remarks results and gets marked into cognitive operators that operate on cognitive operands in the expert’s mind. Cogent sets of operators and operands are identified and the entire transcript re-articulated as applications and re-applications of standard sequences of these operators and operands. These standard sets correspond well with what you and I would call “methods” of work or of thought. There is a method to every expert madness. Casual comparison of different expert systems of experts operating in the same domain, quickly reveals many shared such “methods” of work (Chi et al, 1988). Comparison of expert systems made of highly expert people and not so highly expert people working in the same domain reveals a sequence of such “methods” with certain ones appearing only as people become more expert in the field, and certain other ones disappearing, being replaced by others, as people become more expert in the field. Careful examination of these sets of methods across different fields showed obvious similarities (Chi et al, 1988). Typically 60% of such methods were general, found in widely different domains, and 40% were found only in one domain (the estimates vary from 40%

domain specific, the rest domain general, to 60% domain specific, the rest general). This is prima facie evidence that methods of effectiveness are general, not entirely or even mostly domain specific. Note that quite a few studies underestimated domain generality of methods because overt differences in terminology and place of application hid more abstract similarities among the methods.

More recent study of knowledge flows in economies found that ideas spread easily, rapidly, and accurately within “practices” (without articulation, often by observation and mimicry) but spread across such practices required re-invention of the ideas in the contexts unique to each practice, a laborious procedure (Brown and Duguid, 2000). Methods spread similarly, easily within practices (the practice is the context) and with painstaking re-invention in new contexts across different practices. Nearly all methods can be spread thusly, but the work involved in de-contexting some from a domain and re-contexting them in another domain is not worth the power found in the method--inventing a new method from scratch in the new context is more efficient. Thus, 60% of methods (or less down to 40%) being general, that is, translating across practices, and 40% (up to 60%) not translating due to a poor cost/benefit of translation ratio, make sense.

Note Sternberg, Amabile, and other scholars studying similar to effectiveness capabilities like “practical intelligence” have often published all but the capabilities they found to constitute “effectiveness” preferring lucrative private consults as their venue for exposing such contents of their research to journals available at low cost to all--I have deliberately done the opposite in this paper, in part because of a personal disrespect for creeping commercialization of academia. However, because of their not publishing the capabilities they found, I cannot in this paper compare my results to theirs.

Why are Universities and Corporate Colleges Avoiding Providing Effective People as Grads?

There are many explanations that immediately suggest themselves. Anthropologically, academia is an entirely different culture than industry so even when both deal with the same idea, frameworks,

purposes, traditions, values, and goals of treating it differ greatly. This explanation conforms to much actual experience we have as persons--ideas from industry dropped into academic settings or vice versa, ideas from academia dropped into industrial settings getting stared at, as alien spaceships arriving. There is the issue of purpose and mission. The best universities do not even try to teach well--researching well is most that they reward, except in nominal terms for public relations, many suggest. Corporate colleges are under pressure to break even on training investment quickly, forcing training content to further immediate present manager goals, not long term employee capability, destiny, and ambition. The division of companies into departments and functions and the division of universities into highly similar departments and functions works to keep methods of effectiveness looking a good deal more domain specific than they actually are. Since no apparent large set of domain general methods appears to people whose entire lives are spent in one field (function or department), no one seeks it, finds it, and transmits it (Herbst, 1975). Indeed many careers naturally fall into two periods, early years of specialization work, and as experience of life grows with age, a later period of general management of the specialty field as speciality specific skills wane and as interest in narrow speciality topics fails to compete with interest in wider domains of life and work. As people age they grow from responsibility for particular contributions to a field, to responsibility for the field's destiny as a whole, determined relationally by its interactions with surrounding fields. In part the second period corresponds to discovery that up to 60% of one's methods actually do translate fairly well to other domains of life, making one's excellence achieved within a speciality 60% general effectiveness in many fields. Becoming effective in one domain is 60%, approximately, becoming effective in many domains. The split of careers into an early narrowly specialized part and a later general management part in dozens of diverse fields is indirect anecdotal evidence in support of this. It should be noted that mastery in one field, making one 60% master of general methods that apply to other fields, does not immediately make one a master in those other field. A person has to spot what, when, where in that other field calls for particular already known methods, and master differences in case contexts, other variables, not present when implementing the same method in one's own original field. This is the reinventing work of transplanting across practices mentioned by Brown and Duguid.

Gender studies shows us a third explanation for why universities and corporate colleges avoid providing effective people as grads. In the US in the late 1990s in nearly every major city, waiting lists for all female physicians and no waiting lists for all male physicians prevailed. The explanation was simple--research found that women listened better than men (Tannen, 1990). Not only in medicine but in field after field, especially service fields, women were more in demand than men, because they listened better and more, than men did (Tannen, 1990). One would think men deficient and lacking given this data, however, the ability of men to not listen is highly valued in other fields. Insensitive people are good warriors, good at quick and decisive action selection, good at moving groups from focus on personalities to focus on achievements or visionary ideas. In other words, effectiveness methods that are valuable in these latter contexts are ineffective or harmful in medical and other service contexts, and vice versa, listening abilities key to effectiveness in the work of physicians and other service work are hindrances in the latter contexts. No general effectiveness sets have been identified and taught in part because effectiveness methods, though up to 60% shared across fields, are yet context-sensitive, in some contexts in any field they are ineffective and in other contexts in the same field they are effective. Generality across fields is not generality within fields. The lack of effectiveness of effectiveness methods in some contexts in any given field has been seen and over-generalized into a conclusion that such methods would not work in more extreme differences of contexts found in other fields.

Finally, people mystify how they do what they do--deliberately hiding how they do things or deliberately exaggerating the difficulty of what they do to better impress themselves and others. Anyone who has protocol analyzed any expert runs into lots of this. Experts tell you over and over they have no method, no definite way, no approach, but the transcript of them handling a case clearly shows the same sequence of operations applied to the same types of situation. When shown the evidence, many experts express disbelief--they really believe they have no method there, in spite of the evidence. At times you can even catch an expert mystifying how he or she does something--they face a new situation, flop around ineffectively for a minute, then latch onto an approach that works magically, telling you they had a sudden insight or inspiration. The transcript, however, reveals a well trodden effectiveness method used for the first time in a new context. In this

way experts may unconsciously mystify how they do things, fooling themselves as well as others, by looking vastly more methodless than they really are.

What Would Entice Universities and Corporate Colleges into Providing Effective People as Grads?

Above we have culture gap, goal gap, speciality plethora, context sensitivity, and mystification causes of a general set of effectiveness methods not being researched, identified, turned into specific procedures for various fields, taught, and produced as capabilities shared by all grads of universities and corporate colleges. Can we get academia and industry to share the same culture? Can we get academia and industry to share the same goals? Can we get academia and industry to see phenomena shared across narrow specialities? Can we get academia and industry to not confuse context sensitivity of a method with domain specificity of it? Can we get effective people to reveal to us actual procedures for how they do things they claim are merely insights or inspirations? Sharing culture and goal is probably nearly impossible for young people (under the age of 40) in most fields--any time not spent entirely within their speciality directly hurts their ultimate fame, achievement, and destiny within that field. However, older persons in any special field nearly always stray into other fields as contributors or collaborators as they cross the 40 year old barrier. They simply accumulate enough new broader responsibilities, interests, and experiences, of successful translation of a within-field ability to a new field, to serve as the glue between fields, and as managers of inter-disciplinary projects. Older more expert, already accomplished, people in nearly all fields may well recognize and accept a standard set of effectiveness methods found in nearly all fields. By the same token, older more accomplished people in nearly all fields can see across different specialities, hence, can see and value a set of effectiveness methods shared across fields. Next, older more accomplished people in nearly all fields can understand the question about not over-generalizing from context-sensitivity of effectiveness methods to domain-sensitivity of those methods. If they can understand the question they probably can appreciate the importance and practical power implicit in not thusly over-generalizing. It remains, therefore, to present to the older, more accomplished figures in nearly all fields a specific suggested set of effectiveness methods shared across domains. That is what this paper does. Finally,

expert systems prove that we can uncover method where effective people tell us there is merely insight, inspiration, or magic.

A Note on Culture as a Context that Effectiveness Methods are Sensitive To

When in Rome do as the Romans do, if you want to be effective, the saying goes. This is partly true and partly completely false. It is a matter of what "doing" is, that is, what "the method of effective operation" is. If you mean by that, one defined set of procedures you can plug into any context, and therefore, into any culture, it is false. If you mean by that, one defined set of procedures, that originated in one culture and has supports there and hindrances there, that differ from the supports and hindrances that another culture has, for the same set of procedures (such that you add to the method four things--steps to handle supports in the origin culture missing in the target culture, steps to handle hindrances in the origin culture missing in the target culture, steps to handle supports in the target culture missing in the origin culture, and steps to handle hindrances in the target culture missing in the origin culture), then it is true (this latter approach is called "transplanting practices across cultures" (Greene, 1993)). Transplanting any idea or procedure across practices, cultures, or organizations involves, at least, the four additions just mentioned above. They are much of the re-inventing mentioned by Brown and Duguid (Brown and Duguid, 2000).

There are really several aspects of asserting domain-independence of effectiveness methods. First, is being careful about what you articulate as the method itself. It is very easy to be too concrete, and thereby pick up happenstance aspects of the concrete case that showed you an effectiveness method, as if they were parts of the method in "general". Secondly, where you suspect certain domain dependencies in an effectiveness method, you have to ask yourself is there a relatively simple translation process, that, if applied to a carefully formulated domain-independent effectiveness method, would move it from one domain to another. If you can be abstract enough to do the first work--abstract a domain general form of an effectiveness method found in a specific case--and if you can be tactically clever enough to do the second work--invent a procedure of translating an effectiveness method across particular types of domain--then you can assert a set of effectiveness methods as domain-independent "as you formulate

them” and “as you translate them among different domain types”.

A final irony is found here, as one of the effectiveness methods, of this paper’s research, mentioned by many of my 150 respondents, is transplanting practices across cultures (finding differences in helps and hindrances between origin and application cultures and tactically handling them). Effective people can articulate domain-independent versions of their practices (including how they do various functions effectively) and hence leverage one learning in plural domains. Being effective in part includes being able to form domain-general forms of ways you achieve effective outcomes in one domain.

A Note on Fundamental Ambiguities in the Concept/Construct of “Effectiveness”

Joe is effective at playing social games among managers at work. What makes him effective at that social activity or function is an ability to keep track of plural expanding promises and commitments and an attitude he has built up of being delighted by the intensity of attention required to handle social games well. He has built up a great number of discrete other capabilities as he has played more and more social games and as he has played certain such games better and better in repeat performances of them. So his effectiveness consists of:

- 1) a part of life he inserts himself into
- 2) a primary ability or two that permit him to not be overwhelmed by the challenges to basic human processing there
- 3) an attitude or two that permit him to stay motivated and attentive there
- 4) an evolving list of smaller scale and larger scale abilities and attitudes built up by repeated situation aspects he faces.

Assumed in this discussion is a particular criterion:

- 1) of what parts of life are suitable for calling behavior “effective”
- 2) of what outcomes, goals, or visions are suitable in those parts of life for being “effective” at doing
- 3) of particular time scales applied to parts of life and outcomes/goals/visions when calling some behavior “effective”
- 4) of particular abstract frameworks of nearly any sort that, applied to situations of nearly any sort, highlight some aspects.

It is this last item in this second list that is the

killer. There are, to put it simply, infinitely many frameworks that can seriously be applied to any situation, each of which leads to different judgements about what being “effective” consists of (Cameron and Whetten, 1983). I do not wish to solve this conceptual problem in this paper. Nor do I wish to clear conceptual brush by somehow circumscribing theoretically what I wish to call “effective”. Rather, I beg the question, in this paper, by letting a stratified sample of a population tell me what 1) parts of life 2) primary abilities 3) primary attitudes 4) evolving other scale abilities and attitudes 1) parts of life again 2) outcomes/goals/visions 3) time scales 4) frameworks are important to them when they call something or someone “effective”.

Grounding This Research

I graduated from MIT as an undergrad in 1971. Now, many years later, I occasionally bump into MIT grads at various events and on various committees. More often than not, a certain bitterness gets expressed to me by these grads. Many of them spent their entire professional lives in particular industries, developing particular new technologies, but having no influence on the ultimate use, market, and destiny of what they invented. They have seen giant war machines distort their inventions, remote capitalists exploit markets and consumers with them, and the like. Their own lack of political savvy, social influence, persuasiveness, articulateness, and public polish comes home to haunt them, condemning them to lives of being the human tools of more socially, politically, and verbally adept persons. Their immense specific effectiveness within a certain technology realm is mocked by the larger more important ineffectiveness of themselves in the realms that context, fund, and use technology they develop. The more effective they are in their speciality area, the more their ineffectiveness in the broader contextual realms around that speciality comes back to haunt them and undermine the value of what they do. A certain bitterness infests their later years, I have found. If MIT and other scientific and engineering universities had a model of basic forms of effectiveness and structured their degrees to foster those forms in all students, such older grads would not become somewhat bitter. By the same token, if humanities and social science university powerhouses, like the University of Michigan and Princeton had a model of basic forms of effectiveness and structure their degrees to foster those forms in all students, their grads would also avoid similar bitterness based on a different set of missing

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capabilities. The truth is, when students choose one university and not another, one degree program and not another, one advisor and not another, they are in effect saying no to most methods of effectiveness in life and saying yes to a small subset of overall general effectiveness methods. When such students by such choices are not saying no to the full set of general effectiveness methods, we will be doing a responsible job of educating people. Until that time we have a job to do--to define a set of general effectiveness methods in a solid well-researched way and persuade universities and corporate colleges of all sorts to guarantee that all their grads become effective in each of those ways.

Suppose We Ask Effective People and Users of Effective People What Effective Behavior Is?

Is there any consensus on what the behaviors of "effective" people are, and if so, how do we find it? We might turn to whomever, in our societies, our best, most accomplished, most admired people tell us are "behaving in an effective manner". That is, we might ask highly effective people, highly accomplished people, and highly creative people whom they see as acting in a most effective manner. Then we might go to those people and ask them what they consider "acting in an effective manner". This is the approach used in prior research in artificial intelligence to define expert-novice differences in field after field, that is, expertise. The best people by some crude approximate criterion were asked to nominate the best people by some less crude criterion and those nominees were interviewed for their ways of doing things, which ways were then compared to novice ways in the same domains (Sternberg, 1999; Ericsson and Smith, 1991).

From the perspective of total quality theory (Cole et al, 2004; Greene, 1993) we can define behavior types such as effective behavior by asking customers who receive it as output what behaviors satisfy their requirements of effective behaving (and which do not). Who are the customers of effective behavior? Our entire civilization is one--it needs each generation effective enough to forestall massive historic scale civilizational decline. Our social institutions are another--they need people effective at conforming to existing roles and performing such roles effectively. The needs of people and institutions not being met by existing institutions and social roles are another customer. They require that each generation be effective at sensing needs and developing the political skills of changing

roles and institutions to meet them. Our selves are another customer of effectiveness--we require of the educations we receive (on streets of hard knocks or in schools and colleges) that they make us effective, at least, in that one field we choose to excel in.

If we go to highly effective people, highly accomplished people, and highly creative people and ask them what forms of effective behavior civilization, social roles and institutions, unmet needs, and our selves currently require, we might get find a core of effectiveness approaches shared by many fields, roles, people, and situations.

The Distinction Between Capability, Method, and Function

This paper's research was inductive--bottom up. Thousands of individual "effective people do X" statements were grouped by similarity across questionnaire and interview subjects, those groups named and grouped, all this repeated until a top level of 8 items was reached. The resulting hierarchy has six levels: 8 general functions, 32 less general functions, 96 still less general functions (split into "method" and "function" parts for each of the 96), 288 near bottom level functions, and step by step procedures for doing each of those 288 functions. The 288 step by step procedures were obtained by taking specific ways of particular interview subjects and combining them where compatible, selecting one best one in my opinion where incompatible. For the sake of ease of reference I have termed these layers in the hierarchy of "effective people do X" statements as: 8 general functions, 32 capabilities, 96 methods (split into "methods" and "functions" statements), 288 functions, 288 procedures. However, this is terminology for ease of reference, nothing conceptually deep distinguishes one layer from another. This needs to be said because not a few scholars bother making distinctions between functions people are effective at and what procedures make them effective doing those functions. My approach in this paper is this--I do not care whether you tell me some function that only effective people worry about or some procedure that only effective people apply to some usual function--I accept either as "effective people do X" material for this paper's model. In reality, people discover functions that if attended to make you effective and that is the frontier of performance for a while till someone else comes along and, being unable to "discover" that same function for the first time, instead, suggests a new way to perform that function as key to being

effective. Thus effectiveness as a frontier of actual human performance is always a mix of newly

discovered/distinguished functions and old functions done with newly discovered/invented procedures.

This Paper's Method: Role Models and Customers



The Sample

The two diagrams below summarize the research method employed, the first showing the process of research including samples used, and the second showing the strata used in the sampling.

Transcripts were content analyzed with variables affecting how effectiveness was achieved, what was the core of behaving effectively, and what was considered effective behaving, marked and categorized, first for each of the 20 doorways (see the section immediately below this one), then results across doorways merged. Similar results across interview subjects were grouped resulting in 334 effective behaviors. A further more painstaking analysis of similarities among behaviors reduced that number to 288 types of effective behavior (this mostly involved spotting overly elaborate behaviors in individuals and treating them as combinations

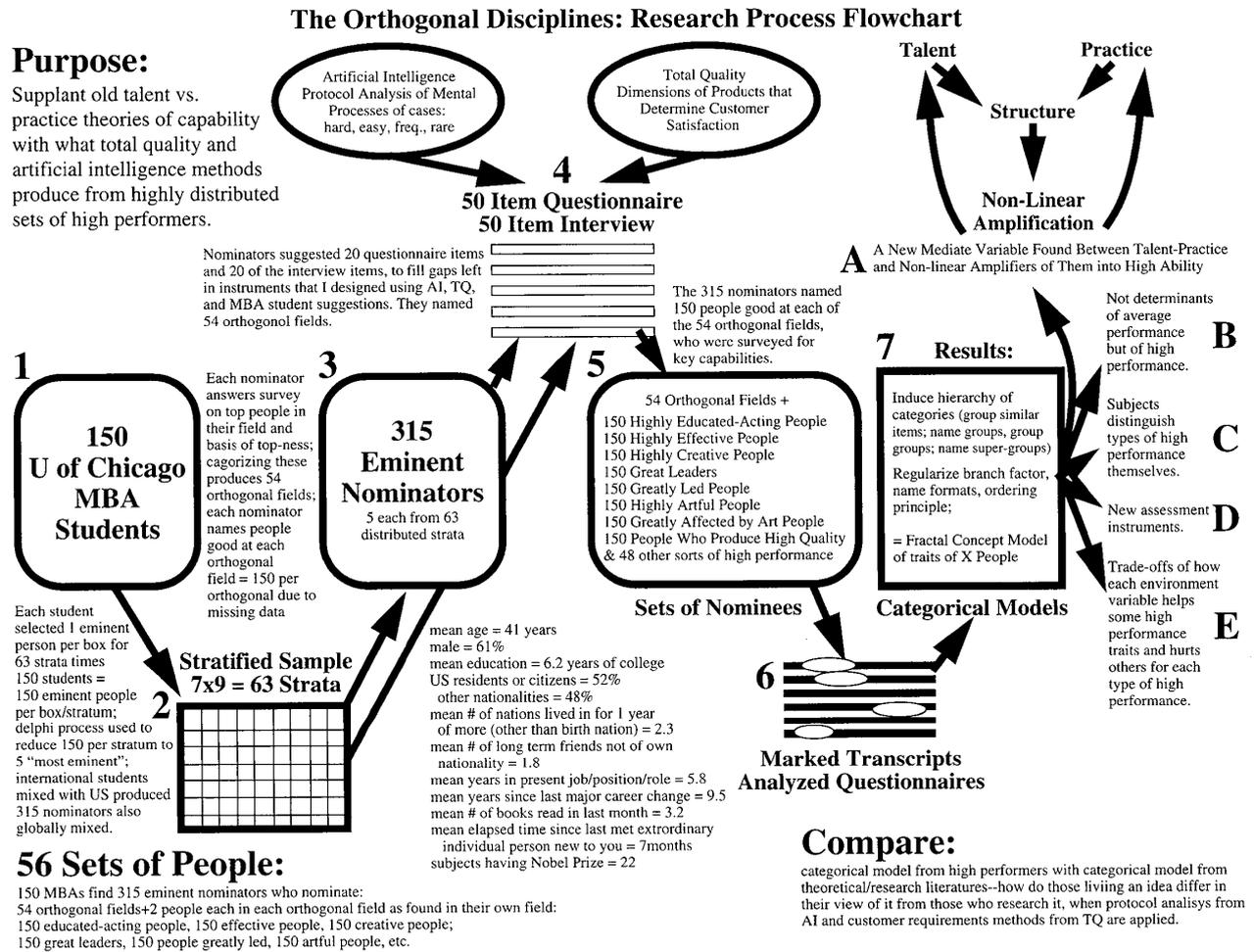
of two or more simpler effective behaviors found in other interviewed nominees already). These were then grouped and groups named resulting in 96 behaviors of a more general type. The same grouping and naming applied to the 96 resulted in a final 32 general effective behaviors. These layers were termed: 8 general functions, 32 general capabilities, 96 methods (each with an associated "function"), 288 functions, and for each of the latter one or more recipes. By keeping branch factors within and between layers the same in the model and ordering items on and across levels similarly a Fractal Concept Model could be built (the triangle model at this article's end). A book was made (Greene, Are You Effective?, 2003), with fifteen pages for each of the 32 general capabilities, plus step by step recipes fused across interview subjects for each of the 288 functions. Research literature in many fields was then surveyed for models of effective behaviors similar to those found in

	Science	Art	Humanities	Social Science	
Economic	technology ventures, idea markets, invention markets	museums, exhibitions, concerts, tours, coffee houses, clubs	resource limitation management; mystifications, historic preservation	economics: markets, pricing, regulation, trade regimes & orgs	
Political	voting, gaming, representation, campaigning	awards, cannons	agreement limitation management, power embeddings, realization	political science: elections, campaigns, administrating, consensus	
Cultural	ethics and religion, policy making, social clubs, charities	art venture districts	meaning limitation management, false consciousness identifying	anthropology: deliberate culture invention, community enhancement	
Social Change	democratization, globalization	social cabarets	confidence and direction limitation management, frame-limited revolts	sociology: social process and structure--decline, fixing, invention	
Traditional	astronomy, geology, meteorology, oceanography, space sciences	painting, music (song writers, performers, conductors), sculpture, dance, comedy, drama (theatre stars, movie stars), poetry,	history, philosophy	tribal community: festivals, calendars, wealth inheritance, bias in laws	
Establishment	physics, biology, chemistry, math	performance, design	literature, counseling regimes, critics, awards, theatre industries	rise and fall of civilizations, rutted cultures	
Emerging	information media, silicon and non-silicon computing h/w	digital art, interactive art, socially composed art, cyberart, virtual worlds	applied humanities, group composing, composing contests	networks, social virtuality	

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interviews (1600 books were surveyed, full citation, impossible due to space here, is found in Greene, Are You Creative? 60 Models, 2003). Where such

similar models were found, terminology of the effectiveness behavior was changed to make such similarities evident.



	Engineer-ing	Professions	Fad & Fashion	Lifestyle	Systems
	financial engineering, inventors agriculture	business and management advertising & marketing	fashion designers, branding, multi-industry marketing by events	housing, communities locale type	technical innovation, quality movements
	cyberdemocracy, internet funding of campaigns, net volunteer management	administration military	party politics, third party movements	involvement dimensions	policy deployment, dissatisfaction deployment
	community organizing, environmental,	religion education	lifestyle inventions, green movement	performing-consuming balance; diet, videogaming, manga	diversity management & expansion
	innovation venture districts/clusters	movement builders	intellectual movements, liberation movements	social entrepreneurs, self funding "profitable" charities	coalition building, foundation grants
	exploration, civil, architecture	medicine, nursing welfare	crowd generation, trend riding marketing, trend seeding, social imbalance exacerbations	festival organizers, theme parks, global event organizers	value sharing, negotiation, non-medical healing, reputation networks
	mechanical, electrical, aeronautics & space	law & justice	epidemic generation, rights movements (human rights etc.)	consumer movement	value sustaining/imposition
	biological & genetic, computer, internet society, nano tech--their blends	info tech, quantum devices	internet options: 6 billion channel TV broadcasting, agile economy	lifestyle inventors, micro institution development via viral growth regimes	complex adaptive systems research

The final model has 8 general functions, 32 general capabilities, 96 methods (each with its own function statement), 288 functions, and 288 step by step procedures (the latter omitted from this paper but found in the above-mentioned book). It is important to remember that these layers are not theoretically, practically, or conceptually distinct--they differ merely in size scale and were formed by similarity grouping of lower size scale items. Though for ease of reference I change terminology by layer (general functions, methods, capabilities) the layers can all be considered functions or methods. The layer I term "methods" in this paper corresponds in size scale to commonsense usage of the term "method" in daily life. The recipes are omitted from this article due to limitations of space (see the book Greene, 2000). Uses of the model, to be explored in future research, are discussed below.

The Interview

Initial test interviews were not satisfactory at getting the images of "effective behavior" in subjects of the interviews. Gradually certain doorways were found that did succeed at getting people to articulate who "effective" people were and what about their behavior was "highly effective". In addition, we asked everyone "what exactly are highly effective people good at and capable of that less effective people are not good at or capable of?" and, "how would a not highly effective person do X" and "how would a highly effective person do that same X". The less direct doorways, below, however, were more effective in many cases.

Doorway 1: Fundamentals: What are people effective at in your field (what functions do they perform effectively)? How do they achieve that level of effectiveness at each function?

Doorway 2: Noticings: What are some effective behaviors you have noticed in your field? What does each such behavior consist of in terms of steps? What makes each effective?

Doorway 3: Alternatives: What other ways of doing the same function are also as effective or nearly as effective? What would make any of those effective ways even more effective? What is the most effective way of doing that function that you can imagine actually doing yourself?

Doorway 4: Metaphor: What is a highly effective person like? What is their way of operating like?

Doorway 5: Difficulty: What stymies or stops or defeats everyone except highly effective people?

Doorway 6: Uniqueness: What about how highly effective people do things clearly reveals the effectiveness with which they act?

Doorway 7: Evolution: What about the most "effective" you know now differs from the most "effective people" you knew decades ago? How is the set of capabilities that effective people have changing over time? In what direction?

Doorway 8: Surprise: What surprises do highly effective people generate through their work? What do they do that less effective people do not do? What do they not do that less effective people do do?

Doorway 9: Wit, Inventiveness: What do highly effective people invent or improvisationally do that less effective persons do not do?

Doorway 10: Revolt: What mistakes, faults, flaws, or errors in people or the matters of your domain do highly effective people engage or solve that others skip or exacerbate?

Doorway 11: Contrast: What would highly ineffective doing of X look like? What would highly effective doing of X look like? What other highly effective way of doing that same X is there?

Doorway 12: Factors: What factors tilt a person toward highly effective behaving? What factors tilt a person away from highly effective acting?

Doorway 13: Alien Viewpoint: Would an alien from another world be able to distinguish people on the basis of whether they were highly effective or not? If not, why not? If so, what would they notice to make this distinction?

Doorway 14: Conquest: What do highly effective people conquer that less effective people fail to conquer?

Doorway 15: Emergence: What emerges from the actions or behavior of highly

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effective people? What do they produce beyond what they envision or intend producing? Why? How?

Doorway 16: Hiring: What do you expect of people you hire that you get only from highly effective hires?

Doorway 17: Civilizational Need: What particular functions does our entire civilization need effective doing of that are in terribly short supply now? What aspect of doing that requires effectiveness? How? What sort of effectiveness? What specific aspect of our civilization needs what specific effectiveness type? Why? How?

Doorway 18: Social Needs: What unmet social needs today are noticed and practically engaged only by a few special people? What needs to be done especially effectively if those needs are even to be met? What sort of effectiveness do most of us lack that causes us to not notice or not practically engage these needs?

Doorway 19: Self Growth: What limits to your own aspiration and growth as a person have you accepted, perhaps harmfully, that more highly effective people probably would not have accepted? What people do you know have settled for less than life really offers them and what do they lack, in terms of specific capabilities for being effective, that causes them to settle for less?

Doorway 20: Panoply: What are all the behaviors that highly effective people you have known exhibit? What are all the behaviors you can identify found only in people not highly effective? What are all the types of capabilities that highly effective people have that others do not? What are all the functions that especially need effective treatment now, for your whole civilization, for your society's major institutions, for meeting needs unmet by those institutions, for your own life, career, and self? What exact sort of effectiveness does each such function need?

Each doorway was asked four different ways during the interview. One of those four ways of

asking was a game or prop manipulation of some sort, asking the subject to use a tool or prop in certain ways to indicate highly effective or not highly effective behaviors.

In addition, why each nominator thought each nominee "highly effective" and what he or she was effective at were captured, before the nominees were interviewed, and used to make items such as the following, given to the nominees during their interviews.

You are on a national prestigious committee, surrounded by people who seem famous and superior to you in accomplishments, and, after six meetings, you notice that everyone on the committee thinks and lives in highly similar ways. Based on nothing much more substantial than this you take the following action:

- a. relax a bit and begin to enjoy the shared values, ways, and goals of the other committee members
- b. challenge the committee to think outside its comfortable box
- c. bring along a guest to the next meeting who, though accomplished, is entirely different in style and way-of-thinking

A director of your organization, who has not met you personally except in the most superficial slight ways and about whom you know nearly nothing is circulating a letter highly critical of you in parts to other eminent people in your organization. You respond by:

- a. asking around to find out more about this person and what might have set them off against you
- b. circulate a note of your own pointing out faults in this director or his/her actions
- c. phone the director, apologizing for whatever from you irritated or disappointed him, and ask for a meeting to get his/her advice

An employee or other sort of subordinate of yours, works competently but shows absolutely no interest in continually improving or over the long term further developing their life and capabilities. A certain ambitionlessness hovers about him/her. Write how you would respond in the lined space below:

Frequency Distribution of Results: How Many of the 150 Subjects Mentioned Each Category of the 96 Third Level Effectiveness "Methods"

The interviews probed in 20 different ways (called

of human existence. There is an emotional poise and solidity to effective people that draws other to them. They generate happiness that others instead seek and search for, it appears. First, effective people have ways of inventing their own happiness in any situation that they are in, rather than needing certain situations or tools to make themselves happy. They amaze others with their abilities to invent ways to be happy in situations that totally dismay people around them. Effective people have ways of taking complete responsibility for every aspect of who they are, good and bad, and every aspect of what their situation is, good and bad. Effective people do not use aspects of their background or situations as excuses for inept performance. Effective people, finally, have ways of turning problems instantly into opportunities, rather than getting angry when expectations are not met, or when surprises bust up their plans.

Self awareness capabilities of effective people include ways of knowing yourself and linking it to evolving aspects of the world, ways of stepping back from all of your self and life and declaiming about the arbitrary aspects and sufferings of existence, ways of educating yourself in any situation or part of life, and ways of pursuing career in plural simultaneous dimensions of life. Knowing your self as a person and linking that person to evolving aspects of the world involves delaying reactions and using that delay to invent a style of presenting yourself to others and situations. It involves spotting baby new areas of knowledge or technology in the world and positioning yourself to ride them as they develop. It involves ways of breaking habits from schooling of inputting only all day with new habits of turning every input into some form of output others can be impacted by. Effective people link their lives solidly to fast evolving promising parts of their world. Stepping back from your self and life and declaiming about aspects of it all involves expressing anger at how human life and the universe are constructed and operate. It involves dialoguing with every important aspect of life and figuring out how you have related to it and how you might change how you relate to it. It involves exercising your abilities to invest yourself fully in life and situations and to remove yourself fully from life and situations. Effective people build and rebuild, over and over again, new relationships with everything that exists, and with whatever created everything that exists. Educating yourself in any situation or part of life involves having a way of reading to fill holes and gaps in previous readings, in a spiral of learning, that allows you to teach yourself anything, even when you understand less than a third of what

you at first read. It involves having a way of learning to present well enough to move immense audiences, transporting the spirit of all who hear you. It involves having a way of getting your ideas, imaginations, or accomplishments published and made present to remote audiences you could never personally contact. Effective people have myriad ways of becoming present to ideas, face-to-face, and remote audiences. Pursuing plural simultaneous careers in parallel tracks as you move through life involves having a way of balancing work to get money with work you love to get history's attention. It involves having a way of getting "promotions" not only in jobs, and in lifework efforts of love, but also in hobbies and professional association off-hours roles. It involves having ways to get paid three or more ways for everything you invent--so you get paid for the invention itself, then you get paid again when you publish what you invent, and you get paid a third time when you teach others to invent or use that invention using what you publish. Effective people pursue plural career chances on parallel tracks all throughout life.

The capabilities that effective people have for ordering chaos include ways of changing yourself, creating culture, changing organizations, and using diversity in society rather than being disrupted or delayed by it. Changing yourself involves having ways of removing contents from your self and replacing them with better contents, helped by new friends and associations that welcome the new you that you are building. It also involves having ways of stopping your habitual customary ways of responding, long enough to insert consciously chosen better responses. It involves having a way of doing things indirectly by erecting environments around you that nudge others in directions you desire. Creating cultures involves having ways of inventing stories that sway and persuade people, having ways of stretching capabilities by intentional challenges just beyond your current capabilities, having ways of inventing new cultures among members of any group. Effective people generate culture daily through how they live and work, as a primary way of being in the world. Changing and creating organizations involves having ways of building coalitions and movements out of unmotivated unorganized masses of people. It involves having a way of reversing cultures that generate insoluble recrudescence problems. It involves having ways of teaching, not individual people, but entire organizations so how they operate gets studied and improved. Effective people use, revise, create, and combine organizations with facility toward achieving their ends. Using diversity involves

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having ways of mastering the roles of other genders, age groups, nationalities, cultures, professions, eras and the like, and using aspects of them yourself as extensions of your personal role repertoire. In also involves replacing whole sets of leaders with other sets dominated by particular types of culture, gender, age, nationality, profession, or other diversity dimension. It involves ability to transplant practices from one culture to another. Effective people use diversity astutely to get things done, and they get things done inside and around diverse sorts of diversity.

Impacting society involves having ways of changing self and situation, inventing never seen before things, processes, and arrangements, getting things done by groups that others do individually, and letting go of self enough to effectively care for others in strategic ways. Changing self and situation starts with having a way of finding the cost of every talent you have and not letting it undermine what you do when exercising that talent. It also involves having a way of replacing, continually, how you presently do functions with new means, invented, borrowed, or copied. It finally involves systematic comparison of how you do things with whoever in the world is better at doing similar things and learning from them. Effective people manage the costs of what they have become, the means by which they do things, and do this in strict relation to whoever is best in the world at doing similar functions. Inventing involves having ways of harnessing the evolutionary dynamics among ideas, technologies, and markets. It involves combining diverse separate industries, that is, the ideas and trends in those industries, to continually evolve new nascent industries and products. It involves extrapolating from the most unusual, to you, products in a market, principles of that market, and new inventions more extremely embodying those principles. Effective people have ways of manufacturing invention, not depending on one-time "big" insights. Getting things done by groups now done by individuals involves having ways of optimally using facilities to get cognitive work done, as people pass through, around, or into them. It involves having ways of becoming an expert in fields completely new to one in days, not weeks or years. It involves having ways of getting work that takes small professional staffs months or years to do, done in days in mass workshop events by dozens or hundreds of people. Effective people use people to multiply the speed, quality, thoroughness, and volume of cognitive work done. Letting go of self enough to strategically care for others is key to effectiveness. It exposes people to new emotions, stabilizes personality and emotion, and

exposes people to new ideas, situations, and people. It involves designing environments that transform minds, ideas, capabilities, and people. It involves designing basic units that inter-relate to do a function and achieve viral growth. It involves having a way of self funding growth of new ideas and products. Effective people match the immensity of unmet human need with tactics that have automatic replication built in. The scale of their solving matches the scale of the problems they solve, rather than romantic "helping" of a few while immense crowds still suffer.

Effective people develop style. This can take the form of charisma, charm, elan, aura, care and other intangibles so that effective people speak to others both with actual direct content as well as intangible haunting suggestion and enticement. They deploy emotionally and cognitively in parallel. This involves having a way of creating (hence, a way of surprising others), having a way of managing emotion, having a way of detaching when things get serious, and having a way of continually caring in places and ways that others cannot match. Creating involves having a way of alternating engagement with detachment, building up an index of failures till they, collectively, inversely define a possible solution. It involves having a way of seeing relationships between ideas and entities in extremely different domains. It involves having a way of modeling all that is known in many categories on each of many levels, then expanding all category sequences and level sequences in the model to generate dozens or hundreds of new ideas at once, all ordered in relations to existing knowledge. Effective people automate inventing and creating, using well honed procedures. Managing emotion involves having a way of observing yourself, standing emotionally outside yourself, while you are in any situation whatsoever. Powerful meditation disciplines give people this ability. Managing emotion also involves becoming a mood artist, learning to design environments that force people into forms of mood and happiness, rare in their lives. It finally involves having ways of cultivating relationships with people--mostly by showing them their worth and importance again and again when they are doubting themselves. Effective people nurture the emotions in their own lives and in lives of others, both by stepping back from emotionality in powerful ways and by creating specific emotions in equally powerful ways. Detaching when things get serious is vital to all forms of effectiveness. It involves having a way of switching contexts, operating in new and unusual contexts, detaching from whatever context is forcing itself on you and

others from environments and situations you are now in. It involves having ways of clowning--revealing truths too painful and powerful to ever be directly expressed, using humor, song, wit, joke, questioning, puzzlement. You must be able to lightly and sympathetically name the selfish, evil, nasty, harmful aspects of people and situations around you in every situation of your life. It finally involves having ways of cloaking power, acting with force and influence, without being seen as doing so. You must have ways to be powerful while looking innocuous and passive. Effective people use humor as a weapon, to deliver truth where less witty and humorous persons, burn things up by being too direct or ruin them by avoiding powerful operant truths at the center of situations or persons. Effective people have ways of continually caring in places and ways others cannot match. This involves having a way of seeing the immature stages within your own way of thinking about moral and leadership situations. It involves having a way of planning and standing responsible for the reactions of stakeholders to the reactions of other stakeholders to aspects of what you do. You stand aware of and responsible for second order non-linear side-effects of whatever main effects you plan and intend. It involves having a basis for moral action, and creating such bases in groups you are involved with. You establish the requisites of people knowing about and caring about other people rather than depending on people following some "do good" rules as a basis of moral action. Effective people establish the basis of caring among people rather than imposing rules and "do good" attitudes blindly.

Effective people regularly and continually upgrade their own performance and the performance of those around them. This involves upgrading sensitivity and awareness through art, upgrading mental acuity and performance through study, upgrading social power and impact through gaming, and upgrading ability, focus, and productivity via greater leveraging of abilities. Upgrading sensitivity and awareness through art involves having a way of naming the nascent things just entering your consciousness, and the things at the very edges of your consciousness. It involves separating the different layers of how you respond to stimuli and working for unbiased completeness of sensation at each layer before moving to the next layer of response. It involves getting other people to invent art that communicates to all the new challenges, psychic weaknesses, and emotional blocks to futures they desire each year. Effective people use art to improve performance, keeping psychic innovation

linked to social influence and impact innovation. Upgrading mental acuity and performance through study involves basing your life on evidence not opinion. This means eating breakfast that protects you from major disease rather than eating what your mom prepared or what you "like" based on mere opinion. More and more of your daily living gets based on evidence, proven results of research. It involves continually forming study groups that tackle extremely hard subjects by repeated reading the same chapter four, five, and more times, getting a little more each time till finally all becomes clear to the study group's members. It involves selecting a type of self to be, a technique that many domains of the world can use, and a domain in the world to contribute to, early in college life or just after. Effective people create formal study groups and processes in every group and job and week of their lives, tackling ideas beyond what they can comfortably learn, and strategically choosing what to study so as to link themselves and their destinies strongly to newly emerging important parts of the world. Upgrading social power and impact through gaming involves translating actual social situations into game formats and thereby seeing bold interesting moves you can make to impact those games. It involves identifying the types of game space your social or political situations amount to and using that information to make appropriate moves. It involves having a way of studying the game rules, plays of others, and best game performers around you, then deliberately turning serious situations into less serious and intimidating games that you boldly challenge or change the rules of. This is a type of courage to "game" situations others treat as immovable. Effective people demystify and remove intimidation from situations, seeing current arrangements as temporary, fallible, partial, provisional arrangements in an evolving human learning process, not endpoints or "correct" eternal givens to be obeyed and lived within the rules of. Effective people game the world, instead of merely obeying it. Upgrading ability, focus, and productivity via leveraging abilities better involves having a way of building a vast repertoire of well-practiced, structured moves and responses to select your actual response to current situations from. It involves having a way of establishing a hierarchy of disciplines of executing any particular function you do. It involves having a way of doing things three ways: redirecting historic forces, rebalancing abstract dynamics in a situation, or tuning interaction of a social automaton of people interacting in small local neighborhoods using standard behaviors of acting and reacting. Effective people are repertoire people.

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They have built up well-practiced routines for self and others to use and easily switch among those routines to tune any situation to high performance.

Effective people influence people in all channels, modalities, and dimensions. This involves having a way of programming behaviors, devices, and self, that is, pre-built pre-practiced repertoires of routines instantly deployable or re-deployable in situations. It involves researching particular situations to enough depth that actual causal factors and outcomes of importance are identified along with ways of affect them. Effective people find how to use aspects of new situations to influence people. Influencing also involves having a way of presenting and speaking to people that moves them rationally, emotionally, socially, and spiritually. It ends in having a way of brokering, bargaining, negotiating, and compromising among diverse interests and traditions. Programming your self and others involves having a way of directing all features of social programs and software programs you make to the root causes of exactly those process steps whose dysfunctions cause outputs of the processes to displease customers of the process. It also involves inventing mini-languages of very abstract operands and very abstract operators applying to those operands to model complex situations using a minimal number of types of objects. Modeling genius allows precise application of persuasion, force, input, or resource to influence things at minimal cost. Sloppy modeling diffuses all inputs and influences till their effects are minimal. It also involves having ways of getting groups to invent social or software programs for other people or software devices to use. Social and machine software are now primary avenues of influence in our world and cannot be left to manager or programmers. Researching situations involves having a way of quickly yet profoundly reading accumulated literatures of research by others on your topic. It involves having a way of rapidly yet thoroughly interviewing key players in a topic area for their most current ideas. It involves having a way of organizing the process of knowledge development via research through time so that finding key variables qualitatively is followed by finding measures that work for measuring those variables, which is followed by using data from measures of such variables to find which of them correlate with other variables. Effective people are superb at getting knowledge rapidly about topics they now know nothing about. Presenting and speaking powerfully to others involves having a way of judging what type of presenting is great and what is not. It involves having a set of tools for turning any topic into a great presentation. It

involves having a repertoire of mini-presentations on sub-topics of many major topics, and a repertoire of major presentation components that allow new presentations to be quickly populated with known, proven, winning components. Effective people are great communicators to individuals and crowds. Negotiating well involves having a way of living negotiation so it become a way you life, getting practiced all day every day. It involves having a way of learning new frames that others use and building a repertoire of such frames so you can see meanings in messages that no one else detects. It involves having a way of setting up processes of interacting among parties and people so that a solace system emerges that makes the parties want each other to win. Effective people bring people and ideas together, not as one-time actions, but as a style of living each day. Complex configurations of human relations are a kind of artwork they love to build.

Changing commonsense involves having a way of being productive, operating effectively in non-linear systems, generating complex outcomes from simple inputs, and implementing ideas effectively in noisy competitive unfocused environments. Being productive involves having a way of turning nearly all aspects of your life into products. It involves talking to the world through things or events you produce. It involves having a way of eliciting “the willing” within groups, communities, and organizations, then forming them into effective new ways of work toward new products of work. It involves having a way of globalizing quality by meshing the primary types of quality from diverse global movements in everything you implement. Effective people have ways of producing a lot, with quality that astonishes. Operating effectively in non-linear systems involves having a way of designing things that self-consciously evolve, not designing them the same way you design machines and buildings. It involves having ways of predicting myriad non-linear and indirect side-effects of main intended actions. It involves having ways of anticipating types of surprise that may happen and inventing countermeasures. Effective people plan on being surprised by unintended side-effects. They plan on situations evolving and customer requirements changing as products are received. They live evolutionary lives. Generating complex outputs from simple inputs is an almost magical quality that effective people share. It involves a way of setting up darwinian style populations of competing ideas and individuals to get things done. It involves using biologic style processes of work instead of

mechanical ones. It involves ways of organizing people into automata patterns and tuning their interactions till better-than-wanted results emerge. Effective people replace “design” with “emergence”. Implementing ideas effectively involves sharing pain. Instead of letting happenstance aspects of the goal being achieved make suffering and work unequal among those achieving it, effective people reallocate roles so all bear nearly equal costs from goal achievement. It involves setting up phase gates and making projects meet the requirements of each gate before moving on, resisting all calls of people, schedules, or budgets to do otherwise. It involves optimizing the flow of energy through a group of people or through an organization or through a device towards the ideal intended direction and actions, leaving little or no energy around to create trouble, distraction, or under-mining costs and side-effects. Effective people align the emotions, the sub-goals, and the energy flows of work perfectly to turn idea into reality.

**Comparison with Other Effectiveness
Models: Role Model Manager Specs,
Emotional Intelligence, High Performance,
Practical Intelligence, Knowledge
Management**

There are domains like chemistry that have lots of effective people in them and other domains, like leadership, that are about effective performance of several sorts. We can look at what research has turned up about how to be effective in the latter. Combining results across a number of such effectiveness-related domains we end up with a model that we can compare with this paper’s model. I have done this below, in the form of 128 effectiveness functions gathered for group dynamics, emotional intelligence, creativity, innovation, high performance, leadership, organizational learning and knowledge management, and network economy. We can compare this new model with this paper’s model and both of those can be compared with common results from tacit knowledge research and business training (see the Appendix). When we make these comparisons, the following observations appear.

First, there are numerous sources of self illusion and error presented in the models below (including the Appendix). Second, there is an emphasis on balancing in the models below, emphasizing paradoxes, extreme values on either side of which cause failure. Third, a good portion of the items below dealing with sources of error present

non-linear system dynamics effects, the side-effects of intended actions. Fourth, many if not most of the items below can be generated by applying creativity functions to different parts of persons and societies--in other words, leadership, for example, may be modeled efficiently as abstract creativity operators (below these are: diversity, combination, selection, and reproduction from Darwin’s natural selection process of creation, the process that created human beings) applied to a social automaton of followers to make followers into leaders, while high performance, for another example, may be modeled efficiently as abstract creativity operators applied to moves in a performance to produce a historic performance. These gaps lead to the following hypotheses for testing by subsequent research.

Hypothesis 1: all effectiveness methods can be expressed without loss or added complexity as balancing among unattractive or attractive polar opposites.

Hypothesis 2: all effectiveness methods can be expressed without loss or added complexity as a standard set of creativity operators applied to diverse aspects of persons or societies.

Hypothesis 3: all effectiveness methods can be expressed without loss or added complexity as particular errors to avoid and particular errors to avoid in any domain can be expressed as domain general effectiveness methods.

Hypothesis 4: all effectiveness methods can be expressed without loss or added complexity as particular non-linear system effects to be handled by particular non-linear human interventions in systems.

Hypothesis 5: all four of the above hypotheses can be combined into a new one: that effectiveness is handling non-linear aspects of reality to avoid typical classes of error using creativity operators that balance among polar opposite aspects of persons and the world.

In other words, we might be able to re-articulate all the methods in both my model of this paper and in the researcher’s model herein, as particular creativity operators applied to paradoxes from reality’s particular non-linearities that avoid certain classes of

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error. That is future work. A very interesting light, supporting these hypotheses and this paper's model, comes from prior research (Heath, 1977):

- 1) scholarly productivity not predicted by GRE
- 2) lifetime income predicted by academic degrees
- 3) lifetime income predicted by total hours in classrooms of any sort or quality
- 4) lifetime incomes not predicted by grades in college, GRE scores, or faculty recommendations
- 5) faster promotions and higher salaries in companies predicted by SAT scores
- 6) higher salaries earned by higher academic ranking in college
- 7) marital happiness and job satisfaction increase with amount of education, measured in years without regard for quality of any sort
 - a) increasing verbal aptitude is related to increasing lack of integration in self-concept and loss of empathy
 - b) increasing quantitative aptitude is related to increasing masculinity of interest and values and increasing interpersonal immaturity
 - c) curvilinear relation of scholastic aptitude to adult maturity, competence, and accomplishment--too little hurts, too much hurts
 - d) conventional academic success measures do not predict subsequent competency, accomplishment, maturity, and satisfaction in life
 - e) maturity in college predicts vocational, paternal, and other adult competencies better than scholastic success
 - f) the primary goal of education, in this view, needs to be fostering psychic maturity achievement during college time
 - g) academic success is bought at a cost of suppressing feeling, sexuality, empathy, sensitivity, spontaneity, and creativity.

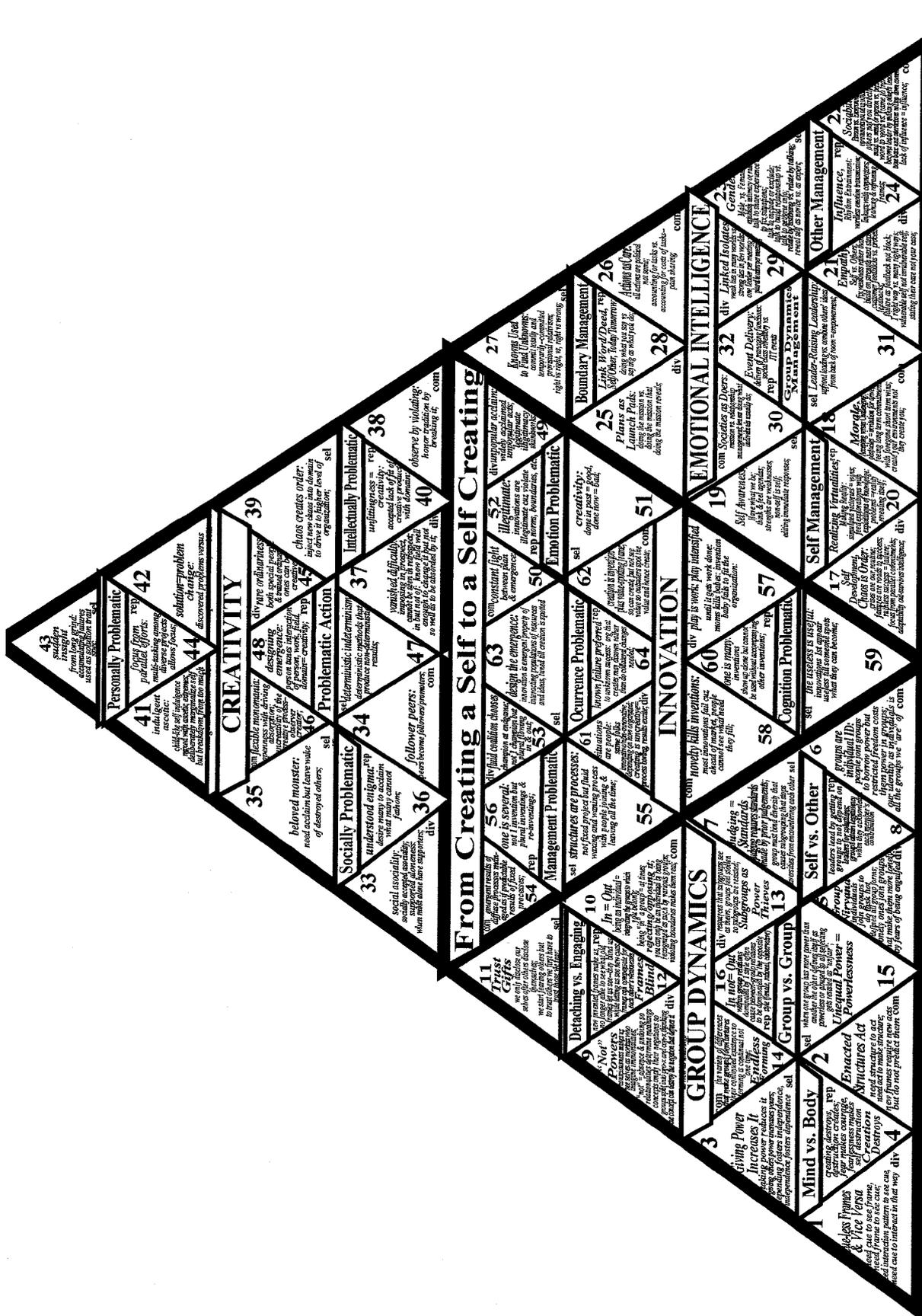
In other words, a general educatedness of the entire person, achieved in college by not entirely succeeding intellectually, predisposes people to good lifetime outcomes, while intellectual success in college predisposes people to success in subsequent grad schools, not life. This could mean, competencies (effectiveness) at many domains in life outside of intellectual ones, as well as "educatedness" achievements (whatever that might mean that differs from what effectiveness means) predispose people to lifetime good outcomes not encouraged by purely intellectual brilliance and success in college. Colleges by emphasizing intellectuality generate ineffective and uneducated people.

Next Steps

An assessment instrument was created that assesses the degree to which any person has achieved each of the 32 general capabilities, 96 effectiveness methods, and 288 effectiveness functions from this paper's research and the degree to which each of them is supported or hindered by arrangements in and around particular organizations and workgroups. It has not, at this date, been applied to a sufficiently broad and representative sample of society, to produce results usable for research. A book with a simplified version of this assessment instrument, in a self assessment questionnaire format, and detailed descriptions of each general capability, method, and function, is available from the author of this paper (contact by email, please). The book is used with corporate consulting clients and college undergraduates to assess current client degree of effectiveness and based on that prescribe corrective actions for missing or weak dimensions of effectiveness (all dimensions from this paper's model).

It is natural to want to measure particular individuals, leaders, institutions, educational arrangements, organizational forms to ascertain how "effective" they are in any capability, method, or function, and how many of them they cover. It is also natural to want to measure career outcomes, life satisfaction, career achievement, career creativity and see which of them in what ways, for particular people or types of people, link to which of this paper's 32 capabilities, 96 methods, and 288 functions. This is work for the future.

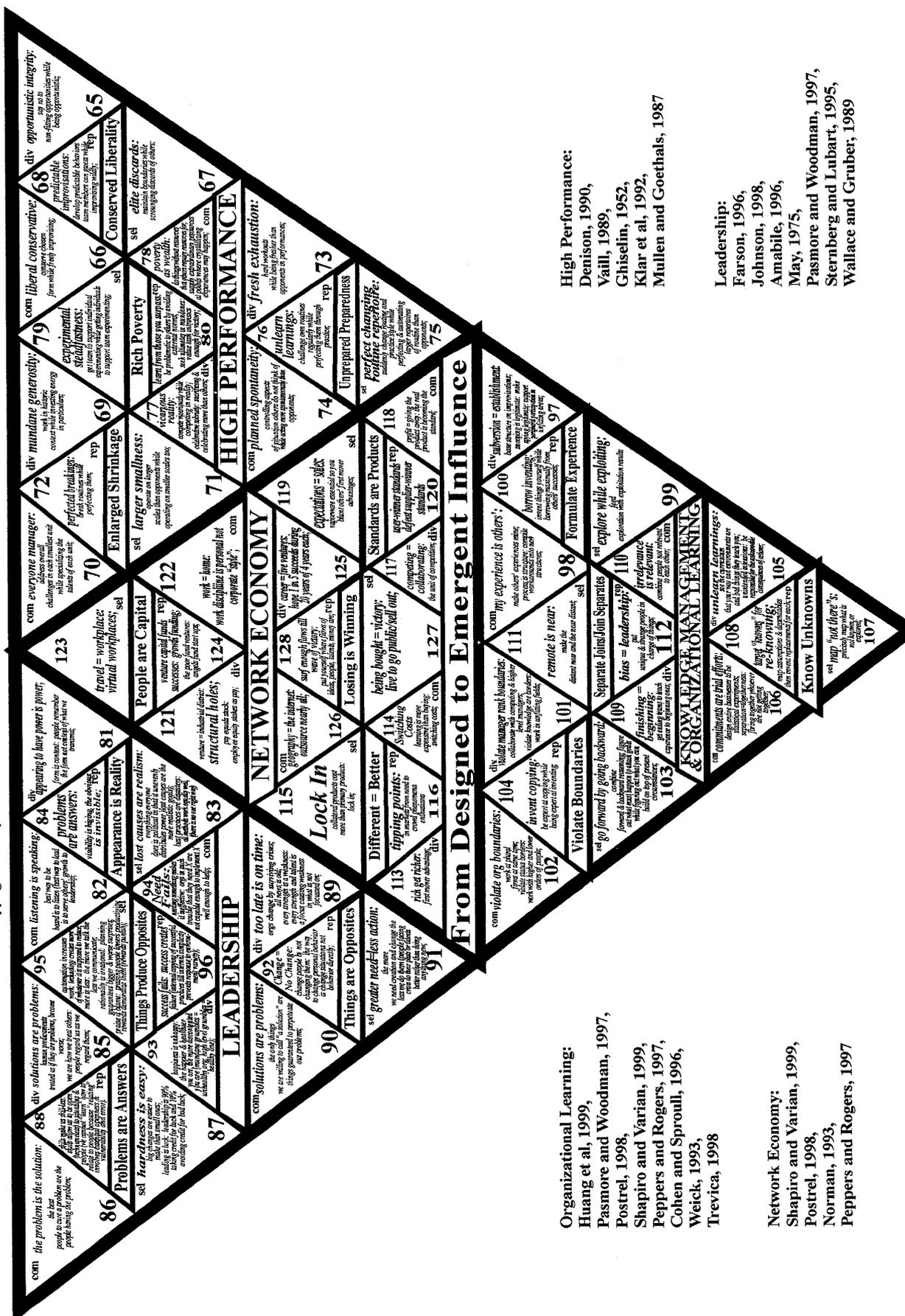
Quality certifications, such as the ISO 9000 and ISO 14000 series, from the European Union, have great financial power in industry and have spread world wide among over 144 nations. Should a quality certification arise that handles effectiveness capabilities, methods, and functions of college grads, company managers, social and agency leaders, revision of education and training regimes to achieve assessed effectiveness dimensions might occur. As long as we do not measure outputs, we are unlikely to find increased effectiveness of persons and groups. This paper presents, really, two models. A model of a process of defining vague general concepts like "effectiveness" and a particular application of such a process with the model it produced. Both of these may stimulate, it is hoped, other applications of similar processes to produce better models of effective behavior sets shared across domains in future years.

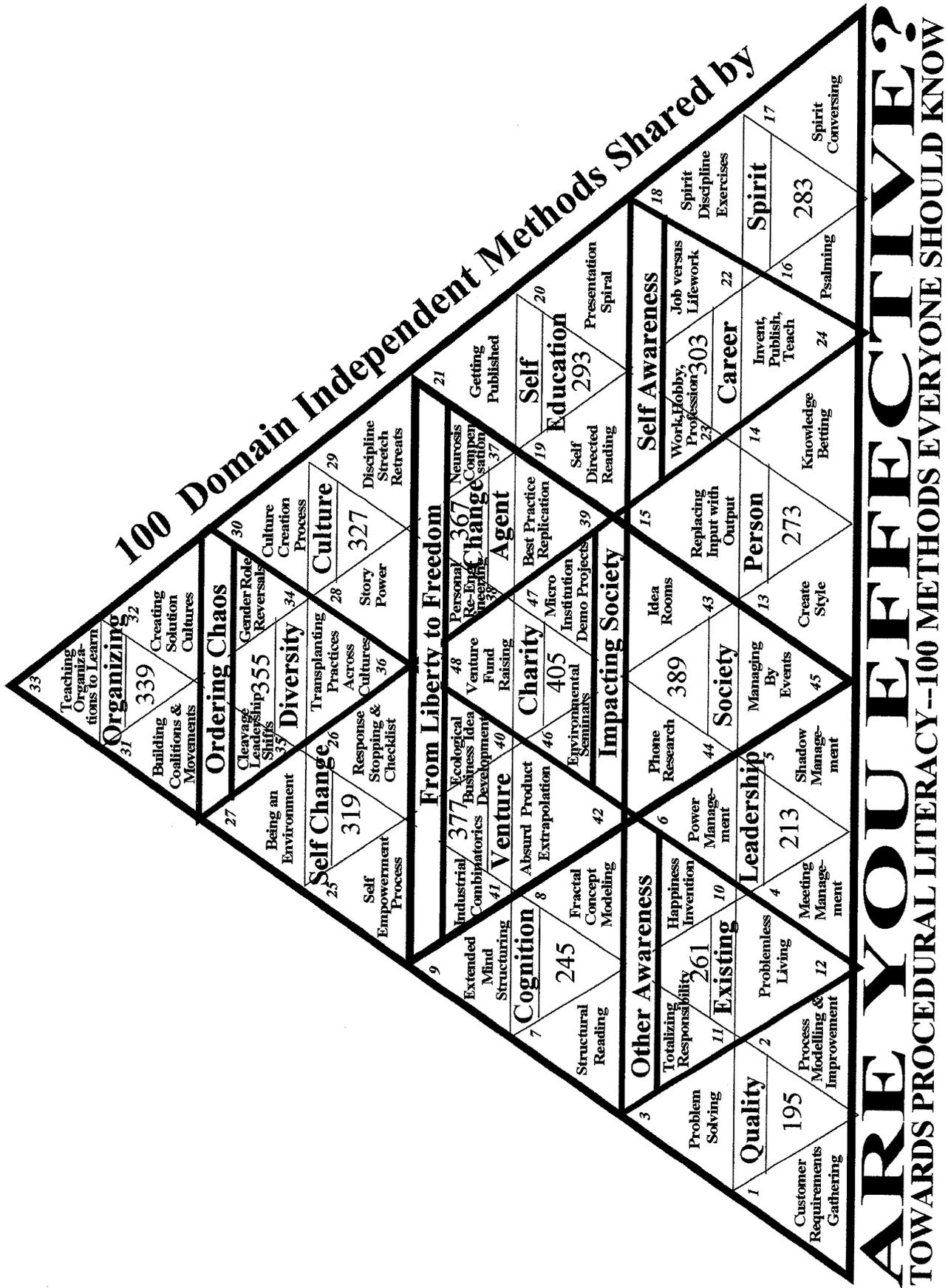


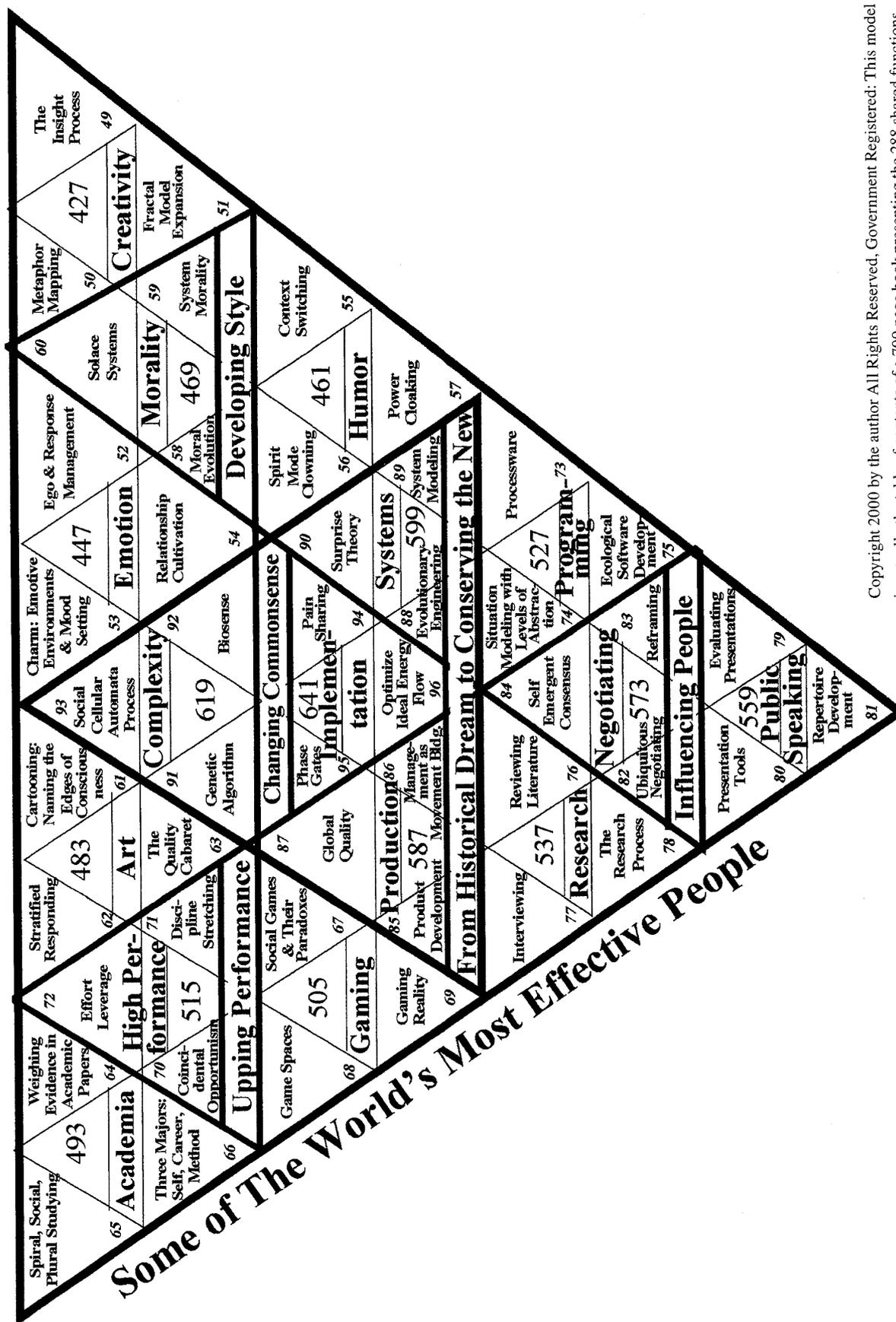
Effectiveness is: Creativity Operators Applied to Paradoxes Generated by Reality's Non-linearities So As To Avoid Certain Types of Error

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Copyright 2000 by the author All Rights Reserved, Government Registered: This model is actually the table of contents of a 700 page book presenting the 288 shared functions, 96 methods, and 32 general capabilities of effective people. The 32 big numbers are page numbers for each of the 32 general capabilities.

32 General Effectiveness Capabilities, 96 Particular Effectiveness Methods,

Capability	Method	Method Description	Function
Other Awareness: Balancing Assimilating Otherness to You to Assimilating You to It	Quality: Satisfying Your Life's Customers	Customer Requirements Gathering: a way of finding your outputs, the customers of each, and what traits of each dissatisfy customers (how)	questionless questionnaires
			guessed present & future determinants of satisfaction
			dimensions of satisfaction
		Process Modeling & Improvement: a way of modeling the processes by which you produce things and finding steps in them causing output traits that dissatisfy customers	step typology
			step time scale hierarchy
			key step determination
		Problem Solving: a way of improving steps in processes responsible for output traits that dissatisfy by getting to root causes from superficial ones	the finding format
			finding step deepening & distributing
			step tool evolutionary ladder
	Leadership: Increasing Everyone's Powers	Meeting Management a way of making the time people spend together more productive than the sum of all of them working individually	democratic rules of order
			frequency distribution of remark types
			toastmaster style extensions
		Shadow Management a way of leading any situation without authority or formal position, making people more than they are	phone re-meetings
			structural remark making
			media and event anchors
		Power Management a way of creating power from nothing and increasing everyone's power rather than fighting for portions of already set up power	personal power balance assessment
			the power of not doing & whistle point finding
			dimensions of facilitation
	Cognition: Operating on Patterns of Thought	Structural Reading a way of mentally operating on structures and patterns of meanings not individual ideas, vastly increasing cognitive productivity	count, name, order principle
			fractal readings
			stratified structural readings
		Fractal Concept Modeling a way of organizing ideas in regularized formats allowing far more ideas to be handled than others handle	regularized branch factor
			fractal ordering principle
			naming for structure representation
Extended Mind Structuring a way of structuring tools outside your mind to amplify various mental processes far beyond what brains alone can handle		personal project inventory	
		project data needs fractals	
		filing, library, cognitive friend net deployment	
Existing: Rooting Your Self in Existence	Happiness Invention a way of creating happiness in every situation rather than needing types of situation in order to be happy	learning to live without happiness dependencies	
		making each day a work of art	
		dividing days into experiments	
	Totalizing Responsibility a way of taking responsibility for all you have become, good and bad, rather than excusing parts of yourself with your background or situation	the costs of each major dimension of your identity	
		alternative denial and choice justification	
		becoming the inventor of a life, your own	
	Problemless Living a way of taking angerlessly interruptions, surprises, and changes of circumstance, that distract and infuriate others	treachery is normal	
		shock is peace	
		plans are launch pads not futures	

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288 Functions Effective People are Good at or Not Done by Ineffective People

	Function Description	Scoring
	a way of asking very many questions formatted for very fast easy unconfused response	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of updating questionnaires at each administration to the same party so fill in rare responses from past administrations become new scales of determinants of present and future satisfaction	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of separating each different aspect of any output that independently satisfies or dissatisfies customers of that output	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of separating waste steps from value adding steps, information from action steps, performance from improvement steps, human from device steps, consciously done from unconsciously done step plus other distinctions	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of separating small, medium, and large time scale steps by step type from above to make a matrix of sequences and leaps of modality and time scale from step to step	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of going backwards from traits of outputs that do not fully satisfy customers to steps in processes that have traits causing those dissatisfying output traits	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of repeating the same process of finding to problems, causes, solutions, implementations, effects, and errors	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of going beyond human automatic unthinking answers via routines for thinking depth and going beyond human locality bias via routines for distributing explanations through the system a problem appears in	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of continually updating the tools by which any finding type is executed as new methods, tools, technologies, and organization types appear or are invented	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of getting groups to design participatorily their meeting's agenda as the first item on that agenda, assigning elsewhere all possible delayable tasks, and assigning different treatments to each included topic and different leaders, one for each treatment-topic pair	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of counting types of remarks to find distributions typical of effective meetings and ineffective ones	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a repertoire of functions that members of a meeting can lead while the meeting goes on	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of debriefing everyone at a meeting after the meeting by phone, creating in effect a new after-meeting meeting that changes evaluation and results from the original meeting	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of changing the direction of every meeting you are in by structurally reading the flow of remarkers and their remarks, then stating a question mentioning talents of particular others in the meeting that might help answer that question	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of making points via surprising visual, auditory, dance, display, or activity media sprung on an otherwise boring meeting	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of assessing what relationships exert negative, assertive, partnering, and transforming power over you and which you exert those types of power over others	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of getting power by not following the herd and using highly abstract models of situation dimensions to spot clumps of problem generators revealing tipping points	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of mapping costs of all types of talents of group and individual and by reducing such hidden unadmitted costs, releasing immense new sources of energy into programs	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of perceiving the number of points, their names, and the principle by which they are ordered in the text and a way of displaying all of that on one or two pages	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of reading the structure on multiple size scales: sentence, paragraph, chapter/article, book, entire literature	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of reading different modalities of a text at the same time, displaying structure interactions in parallel: topic, function, topic of topic, proposition, imagery, assumed views, etc.	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of organizing hundreds of ideas without getting lost in irregular numbers of levels and categories per level	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of keeping analogically the same ordering principle within levels horizontally and between levels vertically in large arrays of ideas	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of naming points so their position relative to other ideas at the same level and their level are immediately evident from their name	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of realizing the extremely diverse types of project than anyone's life, loves, and works amount to and modeling the types of data they each need	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of representing all the types of data each set of projects of the same type for a person requires	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of adjusting separate extensions of your brain that make you smarter than your brain can make you to support all the data all your types of projects need	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of reducing the situations you must have in order to be happy--learning to enjoy life based on elemental aspects of all situations rather than traits of special ones	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of at regular intervals during each day assessing what type of human ultimate experience is missing and go for it in the next few hour section of the day	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of trying out each item on a repertoire of possible ways to generate happiness for others and thereby yourself to see what works	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of seeing how each aspect of your identity has made the world you know about, care for, and impact smaller and less interesting: gender, age, profession, class, nation, culture, family	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of reviewing alternative scopes for each scope your present identity implies to find how you justify omitting or including them	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of devising types of complete uniqueness you can achieve with a life you design	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of expecting to be disappointed, surprised, and disoriented as the normal flow of all work and living	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of enjoying the shock and surprise that stun others or anger them	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of letting go of plans emotionally, seeing them as doors revealing unexpectednesses	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me

Capability	Method	Method Description	Function
Self Awareness: Knowing Your Self, World, and Their Relationships	Person: Linking Self to World	Create Style a way of injecting between you and any situation a consistent emotionally rich style that attracts others emotionally as well as rationally	conscious style
			unconscious style
			stages of psychic growth
		Knowledge Betting a way of linking yourself to emerging fields and trends and riding them to success	baby field finding/betting
			exploration via contribution
			diverse compensatory repertoire
		Replacing Input with Output a way of undoing habits of not producing and not creating from schooling, replacing them with turning every input into a unique output you produce	assessing input/output balance
			undoing socialization's input bias
			developing discipline of an output for every input type
	Spirit: Detaching from All, Engaging All	Psalming a way of stepping back from all of life and the universe and telling all that exists just what you think about it and hate about it	addressing the infinite to tell it its faults
			admitting hubris
			forging a new relation to everything that is
		Spirit Conversing a way of examining each primordial dimension of life and living and building new relationships to it recognizing more its wonder and thrall	elemental dimensions of life
			stratified responses to each dimension
			the one story of each member's life of any group
	Spirit Discipline Exercises a way of building up powers of concentration, detachment, or meditation that you deploy daily to pierce irritants & distraction	dimensions of relating to life	
		driving for comprehensiveness and up-to-date-ness of dimensions of life relation	
		drive for recognizing unconscious contents and replacing them with chosen ones for each dimension of relating to life	
	Self Education: Teach Yourself to Learn Anything	Self Directed Reading a way of teaching yourself to learn anything at all, not matter how initially hard or out of your league	weekly collection of research articles on any topic of interest
			model-based further reading selection
			quarterly interviews built from accumulated models
		Presentation Spiral a way of teaching yourself how to move systematically to world best levels of public presentation by obeying evaluations of audiences around you	select venue having evaluations for learning to present
			develop repertoire of tools
			develop repertoire of presentations
Getting Published a way of getting most of your ideas and accomplishments into contact with remote audiences you could never meet face to face	menu of contents packagings		
	menu of package distribution circuits		
	bootstrap funding of self publishing till publisher interest		
Career: Set Up Parallel Tracks to Success	Job versus Lifework a way of gradually managing to get paid for doing what you love, bringing the two closer and closer together throughout life	the job to lifework transition process	
		job shrinkage via goal pruning, re-engineering, & platform creation	
		using job aspects as lifework resources and vice versa	
	Work, Hobby, Profession a way of managing parallel careers in three different domains weekly using each domain to find opportunities for advancement in the others	the compilation circle	
		managing separate careers in each modality of careering	
		career modality combinatorics	
Invent, Publish, Teach a way of getting paid three ways for any one thing you do--innovating, publishing the story of it, then teaching using those publications	compiling creation into publishing into teaching into further creation		
	getting paid three or more ways for every deed		
	using alternate media and markets as adverts for each other		

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	Function Description	Scoring
	a way of slowing reactions to situations and substituting wanted reaction for "natural" that is habitual ones	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of putting yourself into environments and new communities of associations that change the default tone of your self and relationships	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of moving from being an object, needs, values, beliefs, relationships, commitments, refusal to mystify any one viewpoint or system to having, that is, not building personal identity based on them but managing them	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of knowing where new fields of knowledge are when they are first born and choosing three or more of them to follow, master, and make contributions to as they grow, riding them, hopefully, to success	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of exploring life via making visible, memorable contributions to diverse different growing fields in 3 year or so increments of invested time per field	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of distributing baby fields that you select so that they differ immensely from each other in ways that match the most diverse talents or drives within you	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of coming to emotional and rational terms with one's own tendency to continually input vastly more than one outputs in life, changing that balance after fully admitting imbalance in favor of inputting	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of recognizing society's interest in reducing your output tendencies and schooling's power of establishing in you of habits of inputting only	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of inventing various disciplines as experiments to find one you can repeatedly use that transforms you from a person inputting more than he/she outputs to a person who outputs vastly more than he/she inputs	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of talking to the source of your ultimate problem with life--the entirety of what exists--accusing it frankly of the faults you see in it that infuriate you by ignoring humanity of you and others	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of collapsing your accusatory attitude toward all of existence, admitting your non-centrality in the universe	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of relating to existence without requiring of it supports for aspects of humanity it never really is capable of	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of distinguishing the contents of all lives shared by all lives, appreciating the wonderful uniqueness of each	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of slowing responses and sharing all contents from various people on each stratum before moving onto contents of all for the next stratum: observations, feelings, reminders, patterns, frameworks, interpretations, decisions	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of turning utterly unique experiences, people, and their stories of experiencing elemental life dimension into the one story that every religion, every novel, every human ultimately always tells and retells	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of separating ways of relating to life for special attention to each: meditation, contemplation, prayer, poverty, chastity, obedience, meta-knowing, meta-being, meta-doing	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of making the contents of each way you relate to life more comprehensive in contents from history and the global present and more relevant to your current experience	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of updating contents of the diverse ways you relate to life so as to replace contents put there while you grew up or were socialized by some institution with contents you freely select for history's best or the contemporary world's best	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of spending two 3-hour periods per week gathering research level articles on new ideas in any area that interest you, every year that you live (10 articles per 3 hour period weekly = 1000 articles per year times 50 to 70 years after 20 years old = 50,000 to 70,000 articles per lifespan, enough for 50 Ph.ds.	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of turning sets of articles that you have marked main points of into formal models uniting points across sets of articles, then using these models to direct you to choose further readings, to fill in blanks or expand areas of interest on your models, or explain difficult points	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of turning accumulated weekly and monthly built models from readings into structured interviews that you give to leading figures found in the articles you read	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of being completely driven by customer/audience requirements and evaluations of how you present till audience advice drives you to becoming the top rated speaker after 3 or so years of practice	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of giving practical form to all particular learnings from observing better others and yourself	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of diversifying strategically the venues/audiences you present so present successes qualify you and make you visible to larger more strategically placed audiences	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of inventing plural packagings of the same idea contents, tailored for different uses and audiences	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of circulating different packagings of some idea contents differently among audiences and media, letting different circulation processes compete to find which is most effective	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of getting profits from small scale forms of printing, display, gaming, or distribution, in stages till numbers sold, revenues earned, earn the interest of global publishers	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of gradually getting jobs that more and more match the work you love, your lifework, until you are getting paid very well for doing only what you love	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of shrinking job work, that is work done for money, investing time saved in using work aspects for doing lifework tasks	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of using aspects of any job you have to further lifework goals and vice versa a way of using aspects of lifework you do to further job goals	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of compiling job to hobby to profession to charity to lifework to job, that is, a way of using success or promotion or awards in any one career modality to produce similar success in the others	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of imagining and tactically pursuing entirely separate careers in different modalities of careering: job, hobby, profession, charity, lifework	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of combining career aspects across different career modalities to produce innovation in one or several of the parallel simultaneously pursued careers you have	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of turning job work into inventions and turning inventions into presentations and turning presentations into publishing and turning publishings into teaching and turning teaching into job work inventions	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of getting any one accomplishment deployed across diverse media and modes, each of which produces independent wealth from it	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of using the presence of an accomplishment in one medium as advertising for its presence in other media	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me

Capability	Method	Method Description	Function	
Ordering Chaos: Bringing Order to Messes and Collaborative Purpose to Strife	Self Change: Farming New Selves	Self Empowerment Process	a way of regularly leaving parts of yourself behind, finding bridge communities of new friends calling for the new you	stop and start environments
			burn and build bridges	
			formalize and influence bridge communities	
		Response Stopping & Checklist	a way of stopping habits and emotions inside you enough to replace them with better reactions and feelings you consciously choose	delay reaction
				spot natural but unwanted reactions
				substitute wanted new reactions and rehearse till automatic
		Being an Environment	a way of acting indirectly by erecting environments that get others to do what you wish rather than you acting directly or asking directly	personal quality checklists
				wastes, missed opportunities, function expansions (switches)
				acting by erecting environments
	Culture: Create Cultures & Tools that Act For You	Story Power	a way of getting to other people and influencing them by how you frame realities in story form	audience analysis
				cost/benefit and questions-of-existence story types
				the one story that all diverse stories really are
		Discipline Stretch Retreats	a way of taking time off to stretch particular capabilities beyond comfortable norms and levels	identifying mundane activities capable of 100 times intensification
				design of events & event results that can come from training and practice of such skill intensification
				deployment of stretch skills back in normal life and work
		Culture Creation Process	a way of managing interactions among people till they create a new culture unique to them	identify basic functions of any community and establish them
				rotate leadership of basic functions
				repertoire of ways developed for each community function
	Organizing: Generating Mass Movement	Building Coalitions & Movements	a way of creating coalitions and social movements among large masses of people	needs mapping
				collective idea ownership establishment and invisibility principle
				manage stages: liberty, freedom, historic dream, conserve novelty
		Creating Solution Cultures	a way of specifying the failure cultures that sustain repeated problems and reverse them into solution cultures that eradicate recrudescence problems	diagnose what is the failure culture
				reverse into a solution culture
				invent new work way and result
Teaching Organizations to Learn	a way of setting up dynamics in organizations that change how they react to inputs and environments	elicit and combine layers from bureaucratic hierarchies		
		deploy learning processes		
		measure org learning competitively		
Diversity: Using Diversities	Gender, Culture, Profession: Role Reversals	a way of using other genders, ages, eras, professions, nations, cultures as parts of your own repertoire of behaviors and thoughts	investigation and specification of others' exact ways	
			exercises in playing the roles the way others play them not you	
			expanding personal behavior repertoires eclectically	
	Cleavage Leadership Shifts	a way of putting entire other diversity types in charge of things so new imaginations drive old structures to new innovative accomplishments	identify social cleavage types	
			split leadership into existing leader consultants and particular cleavage groups as actual leaders	
			push implementation of new imagination from cleavage group leaderships	
Transplanting Practices Across Cultures	a way of transplanting any set of practices from its culture of origin to any target culture, adjusting for different supports and hindrances between them	identify culture of origin of practices		
		identify culture of application of practices		
		invent tactics to handle differences in origin supports/hindrances and target supports/hindrances		

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	Function Description	Scoring
	a way of removing yourself from old familiar environments and inserting yourself in environments entirely new to you-- involves ability to tolerate being a baby again, learning from scratch even in when old	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of removing easy way outs of clinging to the past and a way of assembling from strangers a support community who knows only the new you and calls for it, rejecting the old you	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of turning informally established bridge communities into formal organizations that you develop later influence on	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of observing yourself second by second while you respond to situations, and delaying your "natural" reactions	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of editing your natural reactions, stopping and eliminating unwanted ones and substituting for them newer wanted ones	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of repeating, again and again, delaying reaction, stopping natural reactions, and substituting newer wanted reactions till doing the new reaction becomes as automatic and "natural" as the old one was	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of creating a regular event as an environment from you to you, which environment is where you count how you are doing in your self change projects, spotting trends in the data, and adding changes for them	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of being realistic about what types of changes in yourself can really be done by identifying wastes that serve no purpose from wastes that hide essential but unadmitted psychic or social functions	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of affecting things by environments you design and erect instead of affecting things directly with you yourself	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of grounding your story's purpose and contents in powerful emotional and rational needs of those you want to affect	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of deciding whether to tell stories that persuade people to change via rational advantages or that persuade people via resolving unadmitted fears of eternal dimensions of existing of being a living being	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of recognizing that all stories have the same elements in them, some stories slighting some and emphasizing others and other stories slighting different elements and emphasizing others	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of envisioning mundane tasks the doing of which can be intensified by factors of 20 to 100 or more	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of inventing events with interesting results that come from training groups in ways of intensifying mundane skills to absurd levels and getting them to practice actual performance at that intensity level till interesting results emerge	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of getting thusly stretched skills embedded in normal work and life times, places, roles, and routines	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of identifying basic functions of any self sufficient community and establishing them one by one in any group you are in: study & publish, act & feedback, celebrate & ritual, discipline & benchmarking	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of assigning particular people to each basic community function, then rotating those assignments over time so that all group members master leading all community functions over time	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of identifying all functions of the community's life and developing a repertoire of ways of doing each that increases over time, expanding the community's ways of work	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of mapping rational, emotional, psychic, social, historic, technical gaps recognized by a community, unconsciously in a community, or possible to powerfully and easily impress on a community	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of setting up lunch conversation or after hours drinking circuits wherein by questioning others you get them to invent ideas you have already invented and combining such people making them famous as authors of a new movement's ideas	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of moving thoroughly and disciplinedly through stages of social evolution so noise and excitement or negative feedbacks to not move your movement off track	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of using recurrent recrudescence problems in a community to identify deep cultural underpinnings of such ineradicable problems causing the community to offer only solutions guaranteed to fail (the hidden profits of failure unadmitted in the community)	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of reversing each traits of the failure culture to specify a new solution culture for you to implement	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of using solution culture traits as the basis of coming up with new ways of work and new results of work that move a community past its recrudescence problems	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of eliciting from a bureaucratic organization layers of volunteers for handling fluid challenges of the organization, using the organization itself as a mere library for such layering	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of getting events, new processes, or new sections to perform organizational learning functions: formulating experience, violating borders, erecting new borders, establishing feedbacks, achieve new combinations, and balance types of learning	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of measuring changes in potential responses to recurrent challenges of an organization to identify failed organization learning mechanisms in parts of the organization for improvement	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of investigating and characterizing in detail how others do things differently than you do them and why	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of practicing yourself how others do things that you do and how they do things you never do till you become adept at ways of others, including seeing for the 1st time faults/lackings in how you do things	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of selecting eclectically parts of others ways of doing things and normalizing/automating them as parts of how you do things for a continually expanding personal repertoire of ways to do things	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of identifying segments of any group or society that share a powerful subculture and unique views	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of removing existing leadership sets, turning them into advisors, of a new leadership sets, all from one cleavage group in society, sharing a unique subculture's imagination	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of having that new leadership set push their unique perspectives hard enough that implementation drastically changes in what it produces, following their unique perspectives	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of articulating the culture of any set of practices along standard dimensions by which human groups approach parts of work and life differently	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of articulating the culture of any group, society, or community in which you wish to apply practices invented elsewhere using a standard set of dimensions of culture differences	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of modifying practices to handle: supports in origin cultures missing in target cultures, hindrances in origin cultures missing in target cultures, supports in target cultures missing in origin cultures, and hindrances in target cultures missing in origin cultures	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me

Capability	Method	Method Description	Function	
Impacting Society: Matching Scale of Solution to Scale and Style of Problem	Change Agent: Rebuilt How You Do Functions	Neurosis Compensation	levels of neurosis	
			types of cost	
			pairing strategy	
		Personal Re-engineering	a way of updating the means you use to do functions in life and work continually linked to evolving means in the world at large	identify present ways of operating and assumptions of functions needed
				identify assumptions in present ways of what materials, social or technical, for doing each function
				replace assumptions and materials per function
		Best Practice Replication	a way of scouring the entire world for great performances or approaches to switch with how you do things	identify how you do what you do
				identify others doing the same functions better
				transplant their ways into your purposes and environments
	Venture: Harness Evolutionary Forces	Ecological Idea & Business Development	competing populations of functions & means of delivering functions	
			backwards reasoning	
			bootstrap funding inventions	
		Industrial Combinatorics	a way of getting distant diverse industries to intersect and use such intersections to invent technologies no one industry could ever have imagined	imagine functions only combinations of industry could envision
	imagine what functions particular unthinkable combinations of industries would invent			
	implement fractal progression of industrial combines			
	Absurd Product Extrapolation	a way of using extreme products in any market to reveal underlying dynamics in it enough to extrapolate along them beyond present levels to produce new inventions	study absurd products for their principles of success	
			turn collection of principles of success into market dynamics model	
			invent products/services embodying all, then some, then 1 market dynamic	
	Society: Get Groups to Do Functions Not Individuals	Idea Rooms	developing idea development protocols	
			translating idea protocols into display devices and device layouts	
			regular reconfiguring feeding data collected into new things to collect	
		Phone Research	a way of becoming expert in any field new to you in a few days of intense work	concentric expert rings developed from library research
				outside in phone interviews, debriefed into marked transcripts
				marked transcripts translated into models translated into new targets to interview and new questions to ask
Managing by Events	a way of getting work done by hundreds in mass workshop events in day that took small staffs months or years	developing world best expert protocols for doing important functions		
		turning protocols into procedures for mass participation workshops		
		weaving parallel workshops plus spice events into overall event		
Charity: Matching Problem Scale with Solution Scale	Environmental Seminars	whistle point finding		
		goal fractality: rational, emotive, enactment		
		design process flow		
	Micro Institution Development	a way of configuring small local units to accomplish a goal and, by viral growth, to spread till the entire world is transformed	basic unit of interaction	
			viral growth replication format	
			social irrationality boundary location	
	Venture Fund Raising	a way of blending for profit and non profit in one organization so missions replace fund raising as prime activities	mass funding circuits	
major donor campaign funding				
self funding by seminars, publishings, tours, methods, alliances				

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	Function Description	Scoring
	a way of spotting the costs of the particular talents/features (foci) of dimensions of life: personal, professional, organizational, era, national, gender, and life neuroses	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of articulating exactly what each talent/feature/capability of any life dimension costs those exercising those abilities: missed side-effects, slighted other goals, creeping modality bias, atrophied sensation, increasing self display bias, refusal of further babyhoods for further growth	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of balancing each talent in each life dimension with a corresponding skill that compensates for the primary costs of that talent in that dimension of life	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of articulating in detail how you do what you do and what assumptions about what to do and how to do it, functionally, that way of doing is based on	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of articulating in detail what social or technical materials have been used by you or others to do a function and finding new materials you might substitute for the ones you now use in your ways of work	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of replacing old assumptions about functions needed with new ones and old materials, social or technical for doing functions, with new ones	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of articulating in detail a non-ideal realistic image of exactly how you achieve important functions	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of spotting the same functions being done better in vastly different parts of the world or by direct competitors	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of transplanting better practices from their culture or origin to your culture as culture of application taking into account differences in supports and hindrances	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of modeling industries, markets, companies as competing populations of possible functions, or actual means to do existing functions, spotting new functions without adequate means	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of envisioning a future state and working backwards to what must have been accomplished just before it, for it to happen, then, for each of those, what must have happened before each of them. till you get to present circumstances	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of growing an idea or business entirely from internally generated funds	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of spotting functions that need particular combinations of diverse industries in order to be made real	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of spotting what particular arbitrary and unlikely combinations of industries might invent	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of combining industries on successively larger time, and size scales till new industries emerge from it	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of using extreme examples from a particular market of successful products and services to reveal underlying dynamics in that market and its customers	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of turning collections of market principles into an overall model of the market's dynamics	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of inventing new products and services that embody all of the market dynamics of a market, then others than embody some subset of those dynamics, then invent still others that embody just 1 such dynamic	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of researching and laying bare the exact mental and/or social procedures by which particular idea results get achieved	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of designing a sequence of displays with viewer participation actions that execute each step of an particular idea development protocol	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of feeding back answers made to existing displays so as to change the contents of the next day's or week's displays so they ask for something else in the way of viewer participation	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of doing intense quick library research on a new topic to find everyone and every institution in the world developing/researching that topic, and how to contact them	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of phoning people expert in a new topic, taking notes during the interview, debriefing the interviewers after the interview, marking the transcripts of those that results, and turning that into a model	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of turning transcripts into models and using those models to develop better questions to ask the next concentric ring of more expert people to interview	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of studying people best in the world at doing some function well enough to lay bare exactly how they do what they do	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of taking expert protocols for doing some function and simplifying and ordering them so that newcomers to the area can follow the procedures that result to achieve results nearly as good as the expert achieves	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of combining ten to forty or more parallel mass participation workshops, each based on different expert protocols with punctuating "spice" events, processes, and functions into a wonderful intense event	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of using populations of problems plotted on abstract models of dynamics to spot problem generators, places where small inputs have huge outputs in society	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of selecting a profound analysis or synthesis procedure and embedding it in multiple size scales of an event so the flow of everything conveys and illustrates the main method/point of the event	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of designing a basic analysis or synthesis process for an event that engages each participant entire capacity to invent, imagine, and grow--listen, speak, read, design, interact	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of selecting the basic unit of action of a campaign or system whose motivation, morale, and discipline empowers a fundamental transformation you wish to make in society	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of getting such basic units to interact that results in successful old such units recruiting multiple new units so the overall transformation grows exponentially	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of selecting the method and purpose of basic unit interactions so that powerful, unaddressed gaps and unfairnesses in social arrangements are exposed and solved by basic unit interactions	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of turning customers or clients of a venture into teams that raise funds for it by visiting widely in circuits of travel	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of exposing every major funder in a society to basic units of your venture's product users in ways that provoke major funding support	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of turning your product or service into further formats the sales of which raise additional funds	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me

Capability	Method	Method Description	Function
<i>Developing Style: Expanding Rational to Emotive, Social, Transcendent Channels</i>	Creativity: Inventing What Never Before Was	The Insight Process a way of alternating engagement with detachment building up a failure index till reversing it specifies a solution	using despair: exhaust frames, invent frames
			failure index from failure invariants
			specification of solution traits
		Metaphor Mapping a way of bridging entirely different domains with ideas while specifying exactly which parts of those ideas pertain to which parts of specific new domains	repertoire of types of metaphor to apply
			source/target similars/differences specification
			source/target gap explorations
		Fractal Model Expansion a way of modeling all classes of things on all size scales in one model then, by expanding horizontally all classes and vertically all levels generate dozens of inventions automatically	fractal concept model creation
			fractal model addition/subtraction, multiplication/division
			fractal model expansion for invention
	Emotion: Using it as a Work Material	Ego & Response Management a way of practicing severe detachment then deploying it in daily life to powerfully give you perspective just when others are sucked into the present	stretching detachment powers
			perceiving your perceiving self
			catching & editing habitual responses
		Charm: Emotive Environments & Mood Setting a way of designing sets of environments in situations that powerfully appeal to emotions of others, drawing them your way	spotting environment aspects you can inject into ordinary situations
			perfecting environments you erect in each daily life environment
	Relationship Cultivation a way of taking care of entire lives of others continually to the point that they value relations with you immensely	operating repertoires of wanted emotions in self and others	
		mapping social occasions	
		peripheral participation	
	Humor: Using it to Handle Hidden Powers & Pains	Context Switching a way of using the unacknowledged variety of frameworks for viewing in this world to create jokes that force powerful recognition of differences otherwise denied	self and other disclosure
			take on the deflation project
			represent situations in plural diverse frames
		Spirit Mode Clowning a way of analyzing comprehensively the spiritual state of a person or group and designing jokes that move them to spiritual health and peace	crafting succinct context switches
			mapping spiritual states of people
			spotting spirit lapses, gaps in people
		Power Cloaking a way of powerfully countering other powers yet in socially acceptable ways by delivering unpalatable truths cloaked in humor	crafting jokes that heal spirit gaps
mapping the types of power at work in situations, persons, and careers			
spotting latent attacks, defenses in power situations			
Morality: Establish the Foundations of Care	Moral Evolution a way of plotting your current values and thinking along dimension of moral growth so laggard areas of yourself can be spotted and addressed	crafting jokes that cloak the power of attacks or defenses	
		mapping moral capability of self and others	
		sensing the limits of your present moral stage--where who you are does not work	
	System Morality a way of taking responsibility for unforeseen side-effects of actions rather than pretending you did not expect any	thinking situations through all stages	
		mapping possible surprise types in situations	
		repertoire of possible ways to handle each non-linear surprise type of a situation	
	Solace Systems a way of establishing the personal community of care basis of all moral action rather than hoping rule following would make people moral	discipline of systematic exploration of moral decision issues	
refusal of morality by rules			
repertoire of ways to form community among contending parties			
			de-stranger-ification program

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Function Description	Scoring
a way of alternating engagement with detachment, by trying everything that you know till you despair of ever finding a solution based on it, then, forced, you invent entirely new frames to try	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of showing serious interest in your own accumulating failures; a way of collecting tries that fail, while meticulously keeping track of exactly how and why each try failed	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of inverting failure indexes you have built so they incrementally specify in more and more detail traits that any eventual solution must have	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of generating truly diverse types of metaphor of some situation troubling you, so as to highlight possible entities and relations among entities beyond what your existing frames reveal	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of specifying what in a source domain resembles what, how, in a target of "image" domain and differs from what, how, in that target domain	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of finding entities and relations in a target domain different than those in the source domain but that might have "analogs" if you explore hard enough and imaginatively, abstractly, and thoroughly enough	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of regularizing the branching factor and principle of ordering among item on one level and across all levels of categorical models	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of applying one fractal concept model to others, systematically, commutatively, distributedly, symmetrically, reciprocally so ordered idea combinations can be operated using semi-group math operators	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of anchoring invention work at the point of every existing idea or entity in a domain and interpolation/extrapolating along an ordering of all those existing ideas or entities--all this done on plural size scales simultaneously	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of detaching from deeper and more intimate layers of your "self", making that detachment as stance you can quickly erect in the midst of situations	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of seeing all you are, conscious and unconscious, watching your mind work, discovering your mind as a worry-generating machine	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of observing your self as it automatically generates responses and interrupting such automatic responses, replacing them with better new responses you consciously design or choose	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of spotting leeway, tolerances, and latent desires in situations that allow you to erect various mood altering or inviting environment acts, events, music, words, relations	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of building a personal repertoire of environments you are good at erecting in an increasingly broad and numerous number of situation types	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of optimizing single environments you erect and environments in your repertoire around achieving certain sequences of mood in your self and others	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of noticing all the unbalanced neurotic self promoting or self denying behaviors among people sharing a social occasion and figuring out how to us each piece of that to improve relations among people there, particularly relations with you	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of being at the margins of various sub-groups and relationships within a social occasion, observing and mapping possible interventions to make yourself later	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of getting far beyond using other people for self promotion purposes in social occasions: a way of using what you map, observe, and peripherally notice in social occasions, not for impression management or self promotion, but for creation of genuine lasting relationships of mutual self disclosure and trust	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of spotting human insecurity at work in every situation via self promotion, self exaggeration, selfishness, denial of flaw, avoidance of responsibility, denial of costs of talents and the like--and puncturing that bombast with single surgically precise barbs	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of representing any one situation with plural diverse frameworks, so you spot different aspects of the situation from each framework	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of quickly crafting succinct sudden switches from viewing a situation in one frame to viewing it in another, so the suddenness and profound value difference in your switches of context astonish and amuse people	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of comprehensively reviewing the spiritual energy investments of a person or group, across all fundamental dimensions of existing and all anxieties/limits of existing	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of spotting where the spirit of a person or group is weak, fleeing or shrinking reality rather than embracing all of reality	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of bringing to happy attention to a person or group their weak points of spirit by crafting jokes that make visible their flight from, hiding from aspects of reality	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of mapping all the types of power being exercised by all the participants and stakeholders of a situation	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of spotting weaknesses that may invite attacks by powerful others and strengths that may invite a person to attack others or may protect them from attacks by others	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of making hidden latent power aspects of situations realized and public, unclocking them using humor	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of spotting on a comprehensive map of approaches to moral thinking where you and others presently are, where particular arguments and tenets in discussions are	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of emotionally coming to terms with and admitting limits your present self and identity cannot handle	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of analyzing situations from the viewpoint of all moral stages of development simultaneously so you see what the most dangerous and primitive and most sensitive and responsible people see	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of anticipating all the unexpected possibilities of any situation	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of gradually building up a repertoire of ways to handle each of the types of surprise that non-linear aspects of situations generate	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of disciplining yourself to examine moral dimensions of situations and decisions as thoroughly as corporations examine siting franchises	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of refusing to attempt to get yourself or others to act morally by following rules, especially rules thousands of years old devised for different cultures and times	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of getting hostile or contending parties to care about each other by forming them into a community whether they want to form one or not--a way to form community even among people who do not wish it	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of turning strangers into comrades in situation after situation	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me

Capability	Method	Method Description	Function	
Upping Performance: Creating and Focussing New Kinds of Intensity	Art: Using Art to Transform People	Naming the Edges of Consciousness: Cartooning	a way of bringing to conscious attention nascent things on the edge of awareness	portray via inversion
			find nemesi	
			target suffering caused by missing edge of consciousness phenomena	
		Stratified Responding	a way of slowing and separating reactions to anything into separate strands of reacting you push to completeness before moving onto next strands	slowing reaction
				stratifying reaction
				completeness of content and source per stratum
		The Quality Cabaret	a way of analyzing a group's spiritual state then inventing arts that move that toward what future tasks require of the group	community spirit state analysis
				fractal patterning of art invention
				fractal shows within the show
	Academia: Developing a Life Based on Knowledge	Weighing Evidence in Life & Papers	a way of replacing opinion as a basis of your life and work with evidence	recognize the dangers of opinion
				evidence types sequenced by validity
				arguing which evidence is most convincing and why
		Spiral Social Plural Studying	a way of mastering extremely hard ideas and materials by repeatedly studying them in group settings	spiral study
				social study
				plural study
		Self, Career, Method Development	a way of extending your self into three dimensions, all of which you grow in and manage	entooling enticing career paths
				entooling empowering self understanding
				entooling yourself in hot new methods
	Gaming: Recognizing & Changing Social Games	Social Games & Their Paradoxes	a way of expressing social situations you are in as games with players and rules then experimenting powerfully by changing rules, games, or players	mapping social situations to game types
				complete characterization of game characteristics
				recognizing where you play smaller more limited games than the real ones there
		Game Spaces	a way of spotting the type of gaming you are in, in social situations, and taking appropriate actions based on that	how you advance in particular game spaces
				different types of game spaces
				making moves from other game spaces not seen by those around you
		Gaming Reality	a way of developing courage by approaching serious situations as games that you experimentally tinker with the rules of	observing the play of others
				testing the borders of games
				inventing new rules and games
High Performance: Operate Slightly Beyond Your Capabilities	Coincidental Opportunism	a way of turning readings and experiences into a huge repertoire of mastered routines you select and combine to expand the frontier of opportunities you can notice and utilize	use negation	
			know thyself	
			automate opportunistic and improvisational use of repertoires of routines	
	Discipline Stretching	a way of building up hierarchical levels of increasingly sophisticated discipline in how you think and act	identification of levels of discipline	
			identification of current personal boundary of discipline achievement on each level	
			extrapolation beyond personal capabilities at each disciplinary level	
	Effort Leveraging	a way of developing extremely diverse channels for your effort that deploy it in fundamentally different ways	resolving historic force paradoxons	
			rebalancing abstract situation dynamics	
			tuning interactions among social automata basic units	

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	Function Description	Scoring
	a way of making slight subtle phenomena visible, evident via inverting their partial, new, inchoate nature, treating them as solid, tradition, core realities	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of finding nascent phenomena that are the nemesis of other nascent phenomena, pairing them, in order to make both evident, visible, and consciously dealt with	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of spotting denial of edge-of-consciousness phenomena and its associated costs	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way slowing down reactions of self, others, or groups to events encountered	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of separating types of perceptual, cognitive, and motor processes constituting any particular reaction, roughly in the order in which they occur in the mind	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of getting individuals or groups to sequentially go through each stage in responding to an event however pushing for complete recall of observed event or reaction contents from all sources observing	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of mobilizing a community or its latent leaders to specify together all the values, styles, habits, traditions, and cultural elements in the community that predispose it to miss or distort its best possible futures	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of turning myriad observations about gaps between a community's style and spirit today and what is needed to handle its future into one cogent new sequence of thoughts/actions that repeat on all size scales of thought and action, first in arts and events, then as a new commonsense of the community	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of turning sessions of design work, rehearsals of scripts, sales of tickets, preparations of a particular show, follow ups of a show into mini-shows each following the same new pattern of thoughts/actions constituting the core of the show: ordering lines in verses, verses in songs, arts in acts, acts in shows by the same sequence	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of detecting arguments, stances, policies, and actions based only on opinion and noticing self serving distortions and biases tilting opinions away from truth (combining multiple diverse frameworks' results)	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of ranking types of evidence in order from least valid to most convincing	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of comparing, not opinions themselves, but the evidence supporting them, selecting what to believe by what has the best evidence rather than by what appeals best to unexamined birth-culture assumptions within a person	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of tackling difficult ideas and materials via multiple partially successful passes rather than trying for immediate breakthroughs in one heavy push	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of mobilizing the ideas of entire groups as your own individual way of mastering new information, rather than studying alone	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of pursuing simultaneously related but different topics, the learning of each of which informs and makes easier the learning of the others	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of assembling from incomplete and suboptimal sources enough tools to master particular wanted careers and career paths	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of finding, exploring, and healing personal psychic and emotional demons rather than putting them aside while more worldly success is pursued, later ruined by unresolved psychic and emotive problems	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of spotting and mastering hot new methods, developed in one field but applicable to many, years before they are so well known that supply outstrips demand for them	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of quickly and accurately identifying types of social/psychic games at work in various common social situation types	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of elaborating all the game rules, players, landscapes of possible moves, and other components of the games within and around social situations plus the courage to test limits of them all via personal actions	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of observing yourself and admitting where you habitually play smaller or larger games than the real games there to be played or being played by others around you	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of spotting the particular type of move required by particular game spaces if you are to advance	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of identifying different types of game space, each of which requires a different type of move if you are to advance	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of representing any one social situation as plural game space types at once, and thereby making types of moves other players are ignoring or incapable of	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of differentiating the great, the good, the average, and the poor players of all the various social and psychic games around you	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of making experimental moves in order to surface and learn aspects of games otherwise hidden, deliberately or incidentally	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of so orchestrating existing moves of a game so as to invent new rules, new moves, new players, or entirely new games	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of working contradictorily, violating social norms, using others rejects	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of saying "no" to unfitting situations, resources, opportunities while addressing challenges in every unit of each size scale of your self	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of building large diverse repertoires of practiced procedures shared by a group so well automated that instant shifting and improvising from one intricate pattern to another can easily be done as subtle shifts in situations dictate improvisational needs	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of distinguishing task components, self mobilization components, invention components, and social creativity components within any disciplinary area	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of assessing, at each level of any discipline, your current capability free of exaggerations from egotism, narcissism, self concern, pride or the like	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of designing exercises that require operation beyond personal disciplinary skills already achieved, just far enough beyond to be attainable but not so attainable as to be unchallenging, hence, not mobilizing fully one's resources and attention	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of getting large results from small inputs via directing those inputs at where historic scale forces are supporting unwanted dynamics or blocked from supporting wanted ones	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of getting large results from small inputs via directing those inputs at growing abstract dynamics slighted or underattended to by current investments or shrinking such dynamics overemphasized by current investments	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of getting large results from small inputs via directing those inputs at ways to tune the interaction patterns of large numbers of interaction units in social automata models of situations	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me

Capability	Method	Method Description	Function	
Influencing People: Routines, Research, Reach Out, and Brokering	Programming: Develop Repertoires of Routines	Processware	a way of designing software such that every feature addresses the root cause of why some process is not satisfying some customer with its output's traits	
			all software features address process root causes	
			all software features accompanied by socialware products	
		Levels of Abstraction Modeling	a way of representing any situation with the fewest (hence most abstract) ideas so myriad complexities can be simply expressed by combining a few abstract operators and operands	software platform kaizen
				local operators and operands specification of software situation
				organizing local operators and operands into minimal grammar
		Ecological Software Development	a way of harnessing evolutionary processes to create software out of tuned interactions of human in social arrays	extreme generalization of minimal grammar components
				minimize building
				establish a market of groups of people competitively creating code for all functions
	Research: Turn Info to Knowledge	Reviewing Literature	a way of comprehensively summarizing what knowledge accomplishments are latent in a literature quickly and accurately	division of all applications into macro language, and application functions built by users and developers with it
				reading for completeness of history, method, results, themes, schools, questions researched
				producing causal models from readings
		Interviewing	a way of structuring interviews so that many extremely diverse avenues are applied multiple times each to extract information	representing knowns and unknowns and their degree of establishment in a field
				a typology of what to interview for
				turn naive questions into research questions
		The Research Process	a way of sequencing information tasks so they accumulate into valid research results about how parts of the world affect other parts	fractal interview dramaturgy
				maintaining superior creativity standards of all component steps of researching
				experimental and boolean combination practice and theory case collections
	Public Speaking: Entrance Others with Ideas	Evaluating Presentations	a way of evaluating how well presentations impact their audiences	parallel development, testing, and implementing of competitive models
				how many environments did you turn into channels of communication
what boring norms of each channel did you violate and improve on				
Presentation Tools		a way of delivering multiple types of content each via multiple channels of human sensitivity and sensation till critical mass is achieved	what research of audience before and after presenting drives your points home	
			using anything but your words and mouth to communicate with	
			types of presentation environments	
Repertoire Development		a way of building up a repertoire of parts of presentations and entire presentations to cut and paste into myriad new instantly great ones	presenting by surprises	
			turn interests into material packages	
			researching the hooks that get audience lives into topics	
Negotiating: Turn Strife into Communities of Care	Ubiquitous Negotiating	a way of living a life of continual daily negotiation: practicing changing the terms of every solid situation in your world	using single presentations as cracks into which whole repertoires expand	
			develop the habit of asking for exception	
			turn people encountered into partners of exception invention	
	Reframing	a way of developing huge repertoires of frameworks for viewing ideas then selecting particular frames that allow you to see what messages mean in other people's frames	leave your mark on every situation	
			visible and invisible negotiator assessment	
			the 70 component negotiations of any one negotiation	
	Self Emergent Consensus	a way of turning negotiating parties into communities of care that want all their members to win	establishing a solace system of contending collaboration	
			negotiation inversion	
			establishing and tuning negotiation social automata	
			a repertoire of frameworks for viewing negotiation	

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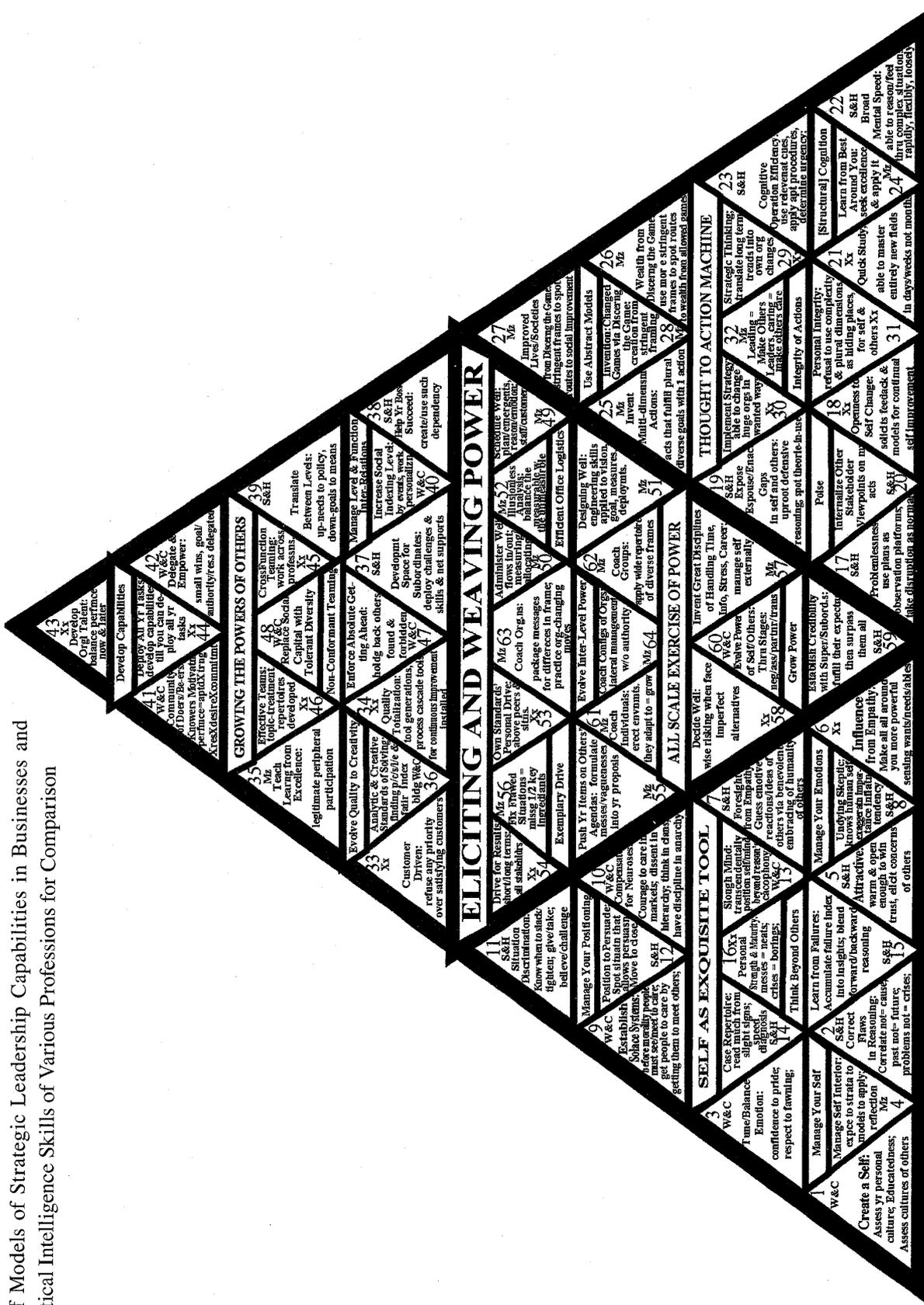
	Function Description	Scoring
	a way of getting all software features to address root causes of why outputs from process steps dissatisfy customers of process outputs	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of specifying for each software feature what new social arrangements of work are required to get value from the software feature	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of identifying software feature sets and socialware feature sets shared across applications and incrementally improving such sets continuously and independently of new applications being built	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of categorizing the types of operators applied to the types of operands involved in every function that an application is to perform in a situation	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of finding the minimal set of operators and operands sufficient to cover every possible function wanted or needed to handle unexpected non-linear side-effects of operators operating in a situation	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of generalizing every possible abstract dimension of any minimal grammar so that the actual application built from that minimal grammar merely sets parameters specifying one system from myriads of related systems specified by other parameter settings	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of getting customers to distinguish need-to-haves from want-to-haves on a scientific basis and a way to articulate functions needed so finely that routines for most of them can be found on the open market rather than built	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of setting up a market of groups of people composing code together than competing with other groups to offer code for each function in a project, and competitively presenting why their group's way of coding is better than the ways of other competing groups	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of creating a language, for all applications, in which developers create the application and in which users add additional functions later turned into "the application" in annual developmental updates	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of pushing what you read and how you read it so your reading produces complete coverage of question researched, themes pursued, results achieved, methods applied, and overall history of development of each of these in a field	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of turning articles read into causal models showing what input variables interact in what ways to produce what output variables	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of mapping all the unknowns that a field has discovered and wants now to investigate and all the knows that a field has established with some degree of solidity and wishes to move beyond	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of distinguishing what you wish to get from interviewing people--information types, source types, access types	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of specifying the knowledge entity types you wish an interview question to produce, and the form of interaction between interviewer and respondent that best produces that knowledge entity type	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of segmenting overall interviews into three or more smaller similarly structured dramas of inquiry, so interruptions do not viscerate the cognitive emotive drama of inquiry	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of driving each component of researching toward levels of creativity greater than what existing competitors, journal editors, publishings, and institutions expect, tolerate, or forbid	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of collecting practice cases and theory invention cases, and organizing them into experimental frameworks or boolean combinations that highlight crucial outcomes and crucial inputs, and crucial relations between inputs and outcomes	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of developing plural diverse models of the same phenomenon in parallel, testing them all rigorously enough to spot patterns and uniquenesses among them that become your invented new theories/practices	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of starting out poor at presenting and using feedback from audience evaluations to drive you to perfection not overall only, but to perfection in each possible environment latent in the presenting situation	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of defining "perfecting" your presenting relative to what others do before and after you so you perfect what is actually there in audiences when and where you present not vague general situations they are not now in	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of mastering now just contents to present but models of who you are presenting to so your presenting is packaging crafted to perfectly impact actual present audiences hopes, dreams, sufferings, confusions in ways that result in mastery of the contents you are out to "convey"	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of recognizing that series of words from a mouth to a passively sitting audience are the slowest and least effective way to communicate anything so you develop tools beyond them that communicate for you	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of distinguishing continuously displayed messages, interaction events, and cognitive/emotive sequential dramas unfolding as ways of conveying any message	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of making interruptions, errors, latecomers, audience members, competitor speakers, waiters the main conveyors of your messages instead of you up front talking or pointing or popping Powerpoint slides	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of comprehensively surveying your own interests and the worlds and choosing topics where both intersect to develop cognitive, display, analysis, human interest tools and equipment for	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of researching topics not just for innovative idea content or pioneering applications and uses but also and more importantly for transformations of audience member life aspects that audience members can do something about after hearing you speak	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of turning single speaking invitations and occasions into doors for presenting sequentially your entire repertoire of already developed topic-tool sets	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of developing the courage to find the limits and boundaries of every situation then investigate exceptions and ways to violate them, without harm, in every situation of every day	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of talking to other people encountered that turns them into partners helping you get exceptions no one else asks for	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of changing the rules in every situation and person you face so they never forget encountering you and have tangible changes around them after you leave proving that something wonderful was there	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of fully realizing the parties negotiating for each side, both those visible and appointed and those invisible but there by consultation or eventual reaction threat, and tuning offers to influence all parties not some	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of handling all the quotidian negotiations within any one big one so as to expose differences of framework that make messages mean differently to receivers than senders till all master all frames/messages	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of establishing incrementally a community of common suffering and frustration and care and hope among the people negotiating that becomes the basis for fair treatment and honest evaluation/offering	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of partnering with your negotiation opponents to commonly devise negotiations with the backers of yourself and them back home that create the chance for designing a win win solution both parties can support	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of establishing flows of interaction among all parties, visible and invisible, present to a negotiation and tuning their connectedness, diversity, and patchings distribution till consensus emerges	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
	a way of developing a repertoire of diverse ways of framing any negotiation that allow you to outflank continually and easily rigid pre-conceived "strategies" that aim to manipulate a victory by defeating other parties	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me

Capability	Method	Method Description	Function
Changing Commonsense: Updating Deepest Assumptions, Expectations, Routines	Production: Talk to the World by What You Produce	Product Development a way of continually talking to the world through things or events you produce rather than with your mouth	the need, capability, and product track of product development
			establish a social automaton to develop the product
			tune production social automaton till product and process emerges
		Management as Building Movements a way of recruiting volunteers to implement new visions by formulating them into local chapters, entooled to pioneer demonstration projects	assessing idea waves that pass over the world economy
			the paradigms of movement formation
			the fractality of all movements
		Global Quality a way of fusing profound quality principles at the base of dozens of global movements in anything you do	fusing ten global quality-related movements into one
			inventing value-meshing practices
			evolving into other dimensions of globalization
	Systems: Plan On & Use Side-Effects as Your Main Ones	Evolutionary Engineering a way of designing systems that self consciously evolve	engineering systems that self consciously evolve
			managing design by events and surprise
			perform error analysis
		System Modeling a way of modeling non-linear system so as to notice and predict the types of behaviors they are capable of	the "gets done and does not get done, works and does not work" matrix
			reactions to reactions matrix
			simulation: system dynamics, population automata, social simulations
		Surprise Theory a way of spotting the types of surprise a system is capable of producing and preparing for them	map of types of surprise
			dimensions of life and work in which surprise appears
			extrapolating your projects into your future surprises
	Complexity: Generate Complex Outcomes from Simple Inputs	Genetic Algorithm a way of setting up populations of competing agents the most adapting of which spread throughout the population mutating into continually improved forms	properties of genetic algorithmic systems
			mechanisms of genetic algorithmic systems
			processes of genetic algorithmic systems
Biosense a way to replace mechanical means of thinking and doing with more biologic ways		dimensions of mechanical sense to update	
		the indirectness and populationness of biologic thought	
		niche cascades	
Social Automata Process a way of organizing people into cellular arrays and tuning their interactions till better-than-wanted results emerge		establish the social automaton and its reflection system	
		tune the automaton performance	
		filter out accumulating noise, prune it away	
Implementation: Turn Idea into Reality Fully	Pain Sharing a way of equalizing the outcomes of implementors so none are unfairly taxed or disadvantaged doing implementation work	switching conceptualization cultures to implementation cultures	
		specifying fully what implementation means, involves, costs, attains	
		balancing costs to personnel of implementation aspects	
	Phase Gates a way of insuring that phase gate criteria are met before projects pass on, preventing the expense of delayed problem solving	defining phase gates	
		forcing the uncovering of problems at each phase gate	
		specifying and carrying out phase gate battles	
Optimize Ideal Energy Flows a way of getting all the energy in a system to go where it is intended, removing the possibility of unwanted side-effects from free undirected energy at work	optimizing not wanted results but ratio of results over variance in conditions of use		
	optimizing not to eliminate problems but to get energy to entirely flow in intended paths of the design		
	optimizing not to attain point performance values but to hold reliably entire lines of values to subsystem can adjust to help each other		

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Function Description	Scoring
a way of keeping distinct and individually managing the evolution of what is needed, of capabilities necessary to meet such needs, of processes that produce products using those capabilities to meet such needs	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of setting up populations of interacting basic units, organized into abstract neighborhoods, and organized thru time by rhythms of connecting and separating, detaching and engaging, etc. to evolve need, capabilities, and processes/products	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of tuning interactions of production social automatons by adjusting connectedness, diversity, and distribution of patchings till better-than-wanted results emerge	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of counting, naming, and ordering the waves of new ideas and practices that pass over the world, so that you combine and edit sets of them to implement as movements in organizations you are responsible for	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of establishing movements, eliciting them from bureaucracies used as libraries of capabilities to draw from, that calls forth volunteers, forms them into local chapters, equips them with common methods, and intensifies them into markets of competing excellence	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of setting up large-scale movements each region of which sets up its own medium scale movements, each site of which sets up its own local movements--all adapting the same themes and practice protocols to their local needs and terrains of capability and interest	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of articulating ten or more global quality-related movements in a common framework of practices and movemental tactics directed at heightening various forms of possible quality	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of uniting quality-related movements that usually compete, not cooperate, by inventing local practices that unite the fundamental values of several of them	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of globalizing bodies of knowledge not just in terms of getting entire workforce to master them, not just in terms of uniting global movements related to them, but in terms of commonsense type used, technology base, ways of assessing customer need, creativity models used, plus others	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of changing design processes from ones devised to handle design of mechanical systems to new ones devised to handle design of self conscious systems that evolve in response to how they see themselves evolving	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of getting hundreds of people in mass workshop events, following expert protocols in parallel interacting workshops, to do the steps of evolutionary engineering design, rather than depending on small elite staff experts	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of using errors found in products of evolutionary engineering processes to improve continuously the definition of that process and how its parts of done	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of getting people in organizations to map the talents of any group and the neuroses--costs of each of those talents--for that group	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way to map how each stakeholder reacts to the particular reactions of certain other stakeholders to any one action	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way to evolve from abstract, unconstrained models to more concrete and constrained, realistic models, extrapolating from their differences what real operation will be like	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of building a map of all the major types of surprise that living in a non-linear world produces in people equipped perceptually, emotionally, and cognitively as humans are	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of accounting for all the dimensions of life and work of any person, in each of which all surprise types are likely to appear	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of mapping the component tasks of your personal projects onto types of future surprise they will likely lead to, non-linearly	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of distinguishing/establishing aggregation means, nonlinearity sources, resource flows, diversity concentrations in systems of genetically competing populations	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of distinguishing/establishing tags (names), internal models (of the system as world), building blocks (semi-permanently aggregated local units in systems of genetically competing populations)	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of distinguishing/establishing performance subsystems (if then rules), credit assignment subsystems (who contributed to good partial results), and rule discovery (rule schema with some blanks) in systems of genetically competing populations	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of ferreting out all the aspects of your life and work that now are based on unconsciously mechanical images of operation	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of practicing and imagining the degrees of indirectness and acting-via-setting-up-populations-of-interacting-units involved in biological ways of thought and action	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of distinguishing evolution from complexity of basic units behavioral repertoires, to complexity of basic unit mergings with other units, to complexity of the system components inventing grammars representing what combinations of other components do, to complexity of components as programs sequencing actions of other system components then sequencing other such programs	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of setting up basic unit populations, having designated behavior repertoires, organized into abstract neighborhoods, with interactions within and among neighborhoods	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of tuning the degree of connectedness, diversity, and patchings distribution in the system till better-than-wanted results emerge	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of pruning away happenstance "noise" effects that mask recognition and operations of better-than-wanted emergent results and pruning away unneeded tuning parameter constraints for getting those results	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of making people conscious of deep roots of avoidance, dislike, disrespect for, or avoidance of the practicalities of implementations and replacing those roots with roots of embracing, liking, respecting and improving the practicalities of implementations	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of fully imagining, conceptually, socially, emotionally what each aspect of implementing an idea or practice really costs, requires, involves, produces	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of pairing those whose work/lives are made easier by implementation aspects with those whose work/lives are made more demanding or difficult so all can fully support implementation and share loads	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of segmenting an overall production process into intermediately produced partial products the attainment of each of which requires complete resolution of certain profound problems of production	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of using each phase gate in reality to force all stakeholder problems into visibility and common consideration beyond the confines of that stakeholder for collective solution by all stakeholders rather than blaming the stakeholder responsible	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of conducting each phase gate battle to surface hidden problems by some stakeholders so as to make it completely impossible for problems to be avoided, hidden, and having their solution delayed	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of optimizing organizations or designs so that it is not raw performance that is optimally obtained but that performance achieved over all variations likely to be encountered in the actual use environment encountered in reality	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of optimizing not to make visible problems go away but to get all energies in the system to flow in intended design paths of the system so not extra energy lies around available to cause trouble	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me
a way of optimizing not to attain single planned best point values but to reliably attain entire line segments of values so each subsystem design can be modified, while holding reliable performance, so as to help adjacent or influenced subsystems nearby to attain their wanted performance values--this eliminates fights between subsystem teams	0..1..2..3..4..5..6..7..8..9..10 not true of me true of me

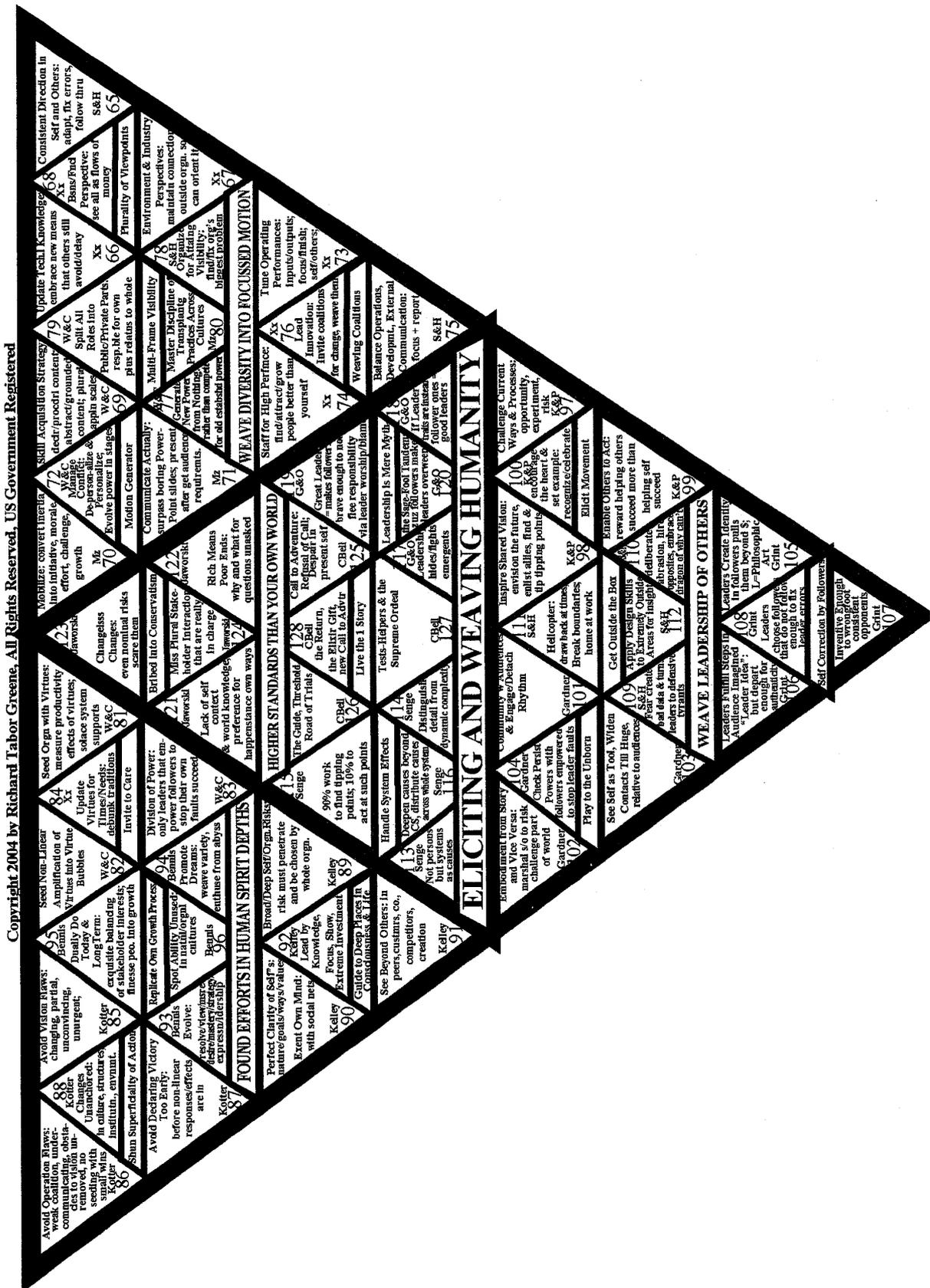
Brief Models of Strategic Leadership Capabilities in Businesses and Practical Intelligence Skills of Various Professions for Comparison



128 Functions Basic to Leadership & Management from Academic Research

Xx = Role Model Manager Spec, Xerox, 1992; S&H = Sternberg & Horvath, Teach Knowledge of Leaders, 1999; Mz = Mintzberg, Managerial Competencies, 2004; W&C = Whetten and Cameron, 5th edn, Developing Management Skills, 2003; Kotter, Kelley, Benas, Loucas and Posner (K&P), Genes, Suarez and Hirschberg (S&H), Songs, - all from van Mantrik, Writers on Leadership, Peapack, 2001; Jarrow&S Synchroviddy, BK, 1996; Camell and Ockley (C&O) from Stars at 4, Motivation and Leadership at Work, McGraw-Hill, 1996; C&E - Joseph Campbell, Hero with 1000 Faces, 1998

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<i>Role Model Manager Spec, Xerox, 1992, unpublished draft</i>	<i>Tacit Knowledge of Leaders, Sternberg and Horvath, 1999</i>	<i>Managerial Competencies by Mintzberg 2004 (modified by Greene)</i>
strategic thinking --interpret long range trends into own org imperatives 29	establish credibility with superiors and subordinates --ferret out and distinguish what they expect, need, want from you and demonstrate mastery of all requisite skills, justifying any departures from those desiderata ⁵⁹	managing self, internally (personal competencies) : turn impression into experience, derive abstract model from cases extending application range, grounding abstract models appropriately in local cases, reflection, strategic thinking ⁴
strategic implementation --marshal processes, resource allocations, staffing, and structure behind intents ³⁰	shrink the crisis-component of all problems brought to you (except a very rare few)-- establish management of self and emotion by demonstrating poise under pressure and under relaxation, treating crises as normal, talk people through simple obvious solution strategies and let them apply them freely ¹⁶	managing self, externally (personal competencies) : building competitive disciplines, finding and cloning great disciplines, surpassing great disciplines of handling: time, information, stress, career ⁵⁷
customer drivenness --refusing any priority over that of satisfying customers ³³	create developmental space for subordinate leaders --create space for subordinates to develop themselves by trying roles, responsibilities, skills out, give rough procedures for success and invite elaboration and extension by others; deploy decisions widely to others ³⁹	leading individuals (interpersonal competencies) : setting up environments that others grow by adapting to, using and enhancing diversities of various sorts in individuals and groups: selecting, teaching, mentoring, coaching, inspiring, dealing with experts ⁶¹
inspiring shared visions --mobilizing motivations for a challenging but reachable future while enabling concrete steps towards it ³⁹	translate between org levels --translate institutional strategic goals into imperatives for subordinates and translate subordinate situational limits to institutional authorities ³⁹	leading groups (interpersonal competencies) : developing immense repertoire of immensely diverse frames then using them for: team building, resolving conflict, mediating, facilitating processes, running meetings ⁶⁸
decision making --wise risking when choosing among imperfect alternatives while having limited information ⁵⁸	link practically local successes you achieve with whole organization challenges --protect the organization, manage so as to change it appropriately, and master indirect ways to handle problematic people and situations ⁴⁰	leading organizations (interpersonal competencies) : packaging messages for interpretative frame differences throughout communication channels so "said" becomes "heard" for: organizing, merging, building culture, managing change ⁶³
quick study --willing and able to master and model complex new areas of knowledge in days or weeks not months/years as needed by the business ²¹	help your boss succeed --detect what your boss' customers, subordinates, and superiors require of him/her and directly devise programs that assist him/her satisfying those requirements ³⁸	leading configurations of organizations (interpersonal competencies) : managing laterally rather than vertically (up and down) replacing authority and local repute with emergent authority and repute: networking, representing, collaborating, promoting, lobbying, negotiating, dealing, politicking, protecting, buffering ⁶⁴
managing operating performances --setting up systems, resources, and people to succeed and tuning their performances till they succeed ⁷³	continually expose your own and others' gaps between word, deed, and theories in use -- find defensive reasoning, find rules that prevent people seeing gaps between their espoused values, enacted values, and theories-in-use ¹⁹	communicating verbally (informational competencies) : communicating structure, content, packaged for differences of interpretative frame: listening, interviewing, speaking, presenting, briefing, writing, info gathering, info disseminating ⁷¹

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	<i>Whetten and Cameron, 5th Edition and Cameron, Dutton, Quinn 2003</i>	<i>Miscellaneous Other Lists of Leadership Skills</i>	
	developing self awareness (personal) personal culture, adaptability (personal change culture), interaction habits (social interaction culture), learning styles (cognitive culture)--cause: self management, emotional intelligence, understanding differences of others; defining your personal culture in enough detail to distinguish self from others at levels of detail you can act on to improve yourself; outgrowing all the values put into you by growing up in a particular family, tradition, nation, gender, era, profession, locale, language (educatedness)1	American Management Association 2000 customer focus, use info to solve, recognize problems, implement solutions, up-down-peer credibility, turn words into acts, listen and ask, contribute to firm mission, team work, identify innovation chances, set standards, coach, time management, implement improvements, set priorities	1
	managing stress (personal) eliminate stressors, develop resiliency, use temporary coping mechanisms: time (overwork, lack of control), encounter (role, issue, action conflicts), situational (unfavorable work conditions, rapid change), anticipatory (unpleasant expectations, fear) stressors; handle time stress via separating urgency from importance, via entooling for handling importance, handle encounter stress via building community with colleagues, via managing emotion with meditative detachment exercises; handle situational stress via work redesign to invent freedom of maneuver; handle anticipatory stress via "surround" environmental tactics, via incremental small win steps; develop resiliency--physical self management, psychic balanced life dimensions, social support/supporting nets13	Luthans, Rosenkrantz, Hennessey, 1985 build power, communicate with outsiders, manage conflict, make decisions, communicate with insiders, develop subordinates, process paperwork, plan and set goals	2
	solving problems creatively (personal) [Greene improved] analytic solving: finding problems, causes, solutions, implementations, effects, errors: deepen and distribute each; creative solving: alternate engagement with detachments accumulating a failure index rich enough to suggest full solutions: develop lifespan repertoire of diverse frames allowing you to see more in situations than anyone else; 36	Camp, Vielhaber, Simonetti (why managers fail) poor communication, poor people handling, unclear expectations, little delegation, little teamwork, missing trust or integrity, inability to motivate, poor plans, performance unmonitored and missing feedback, little unblocking of blocks to performance	3
	communicating supportively (interpersonal) problem not person, emotion/thought consistency not inconsistency, describe not evaluate, validate others' experience and own differences of experience, specific not global/general, connect to previous statement of other rather than leap to own different context/interests, take personal responsibility for statements rather than situationalize them, ask for stratified responses in sequence [Greene improvement]71	Andersen Consulting 2000 Leaders: less controlling, share authority, culturally attuned, encourages challenge, clear vision, likes risk, creates motivation, handles intellectual diversity, entrepreneur Employees: creative, builds teams, flexible, technical competence, handles ambiguity, fast accurate execution, socially smooth, emotionally suave, communicates well	4
	gaining power and influence (interpersonal) Personal Power Sources: expertise, attraction, effort, legitimacy; Positional Power Sources: centrality, criticality, flexibility, visibility, relevance; Select Strategy to influence others, Influence Upward Others, Assertive Negation of others' influencing you inappropriately; Influence Strategies: retribution, reciprocity, reason; Sell Upward: role appropriate, mix self-other-firm benefit, erect communicative environment, propel best part of firm's values/visions, demonstrate superiority to thinkable alternatives, demonstrate practically payoff and do-ability, form coalition having all needed medium-term skills, find which leader sponsor will benefit most careerwise by sponsoring you,60	Curtis, Winsor, Stephens 1989 minimal: communicates well, listens, enthusiastic, writes well, technical competence, attractive appearance; medium: socially smooth, communicates/writes well, determined and persistent, enthusiastic, technical competence; optimal: works well 1 on 1, gathers info and decides well, works well in groups, listens and counsels well, gives effective feedback, writes effective reports, knows job well, projects good firm image, uses computers and latest cellular display publishing devices, knows management theory finance marketing accounting	5
	motivating employees (interpersonal) performance = aptitude x training x resources (= ability) x desire x commitment (= motivation); motivate by: goals/expectations that are clear, accepted, challenging, with performance feedback; ability developed via aptitude, training, resources; reinforcement of goals and performance via discipline and rewards; equity via social comparison pain sharing and personal expectation benefit sharing; salience by personal talents spot/use and personal needs/weakness spot/use; timeliness by pulsed acceleration of pacing into accomplishment weaves41	Van Velsor and Leslie 1995 (the skills of failing) interpersonal relations problems, missed business objectives, failures to build or lead well a team, failures to self change and adapt	6
	managing conflict (interpersonal) issue vs people conflicts: personal difference level, info difference level, role conflict level, environmental level; forcing (negative power), avoiding (no power), compromising (assertive power), accommodating (assertive power), collaborating (partnering power) responses; solve by: problem id (own the problem, de-personalize description, de-evaluative description, persist till understood, elicit same steps from other parties, increment till plural dimensions converge), solution generate (id commonalities, discuss multiple diverse solution approaches incrementally rather than focus on favored one, etc.)72	Kelley's Star Performer Skills 1998 broad/deep initiatives self/org risks; extend own mind with cognitive net; perfect clarity on self's nature/goals/values developed apart from the orgn.; see beyond others: colleagues, customers, company, competitors, creativity; star following--partnering up for mutual successes; leading by knowledge, people marshalling, severe focus; teams selected to fix omitted org mixing dimensions; reputé management--dual, triple, quad careers in distinct domains; show and tell--invent visibility attaining initiatives communicate into profound visibility89-92	7

<i>Role Model Manager Spec, Xerox, 1992, unpublished draft</i>	<i>Tacit Knowledge of Leaders, Sternberg and Horvath, 1999</i>	<i>Managerial Competencies by Mintzberg 2004 (modified by Greene)</i>
staffing for high performance --able to find, attract, grow, develop, coordinate, and inspire people smarter than you are as needed by the business74	balance operations, development, communication --balance operational excellence with building the organization and interfacing with external constituencies affecting it75	communicating non-verbally (informational competencies): seeing, sensing71
developing organizational talent --balancing achievement of key objectives with development of key future capabilities for objectives yet unknown43	be receptive to new ideas --when events disrupt plans, know that plans are platforms for receiving such disruptions17	analyzing (informational competencies): making measures that work of the immeasurable, making models that capture ways of actually influencing situations, optimizing impacts of models not abstractions of them for: data processing, modeling, measuring, evaluating52
delegation and empowerment --in principle deploying all your own work responsibilities and functions to other people in structures, processes, or events you design, tuning them and intervening only when design flaws jeopardize key objectives44	demonstrate jungle toughness --it is a dog-eat-dog world often and you must at times clearly demonstrate that you are tough enough to encounter and handle mean, nasty, ego-centric dishonest people without blowing up situations and becoming the butt of gossip circuits; your superiors do not want to have to protect you all the time from invasive/undermining others72	scheduling (actional competencies): weaving the emotive, rational, social, emergent dramas and sequences via: chunking, prioritizing, agenda setting, juggling, timing49
managing teamwork --able to elicit vertical, horizontal, diagonal, and multi-company multi-nation teams as needed and train them in the skills needed for them handling the diversity among them46	achieve intelligent consistency of direction in self and others --master how to mold a team, be seen as learning from mistakes, follow through with commitments you make65	administering (actional competencies): managing flows of things into and out from initiatives and groups: resource allocating, delegating, authorizing, systematizing, goal setting, performance appraising50
cross-functional teamwork --establishing all the intangible community dynamics of shared fate and personal relationships that undergird shared functions/projects and make them serious and effective not perfunctory and dilatory45	map flaws in common human reasoning and correct for them --intuition tends to mistake correlation with causation too often, to project the future from past sequences too much, and to see problems as crises too much2	designing (actional competencies): sensing, learning, enhancing, and applying the engineering skills of any other competency on this list: planning, crafting, visioning51

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	<i>Whetten and Cameron, 5th Edition and Cameron, Dutton, Quinn 2003</i>	<i>Miscellaneous Other Lists of Leadership Skills</i>	
	<p>empowering and delegating (group) empower by: state clear goals, get others to do small wins, model good approaches, spot and praise good approaches done, arouse emotional involvement, provide feedback info internal and external, provide resources; delegate by: assign end clearly first, incrementally increase delegated portion, delegate cognitive and enactive dimensions in parallel, match authority with responsibility, authorize within structure and structure exceptions, provide support and support limits, enact accountability events, check for perfunctoriness and undermining by other powers, avoid upward rebound delegation, measure results publically72</p>	<p>Kotter's How to Fail as Leader, 1988 not establishing enough urgency; not establishing strong guiding coalition; changing, unconvincing, partial vision; undercommunicating by factor of ten; not removing obstacles to the vision; not seeding effort with initial short-term wins; declaring victory too soon before non-linear second order reactions/effects; not anchoring changes in institutional factors, forces, environs, culture;85-88</p>	8
	<p>building effective teams (group) Task roles: direction giving, info seeking, elaborating, urging, monitoring, process analyzing, reality testing, summarizing; Relation roles: supporting, harmonizing, tension relieving, confronting, energizing, developing, consensus building, empathizing; Blocking roles: dominating, overanalyzing, stalling, passivity, overgeneralizing, faultfinding, prematurity, opinions pretending to be facts, rejecting, pull rank, resist, deflect; Groupthink roles: illusion of invulnerability, shared stereotypes, rationalization, illusion of morality, self censorship, direct pressure, mind guarding, illusion of unanimity; High performance roles: push to complete changes in world, take purposes seriously, voluntary internal accountability among players, engaging beyond formal roles, intense rehearsal of handoffs among roles, bottom up emergent efficiency not efficiency from start, play to audience of unborn for historic quality levels, hungry filching from anyone of tools for improvement, powerful membership identity boundary, profound recognition of each others talents and neuroses45</p>	<p>Grant & Bem's Psychological Androgyny 1988 identify costs of US culture being excessively masculine; identify costs of business culture being self defeatingly masculine; identify costs of you being excessively masculine; rehearse femininity's cultural traits: verbal fluency, drive for affiliation over self promotion, power from helping not dominating, physicality's concreteness not abstraction's hit and run generality; positive power of expressing doubts and weakness versus hiding flaws and doubts; nurturing people rather than using them for goals; broaden US repertoire, business' repertoire, own repertoire by adding feminine powers applied where masculine habits underperform</p>	9
	<p>skill acquisition strategy skill assessment, individuality assessment, framework variety assessment, conceptual learning of declarative model of skill, experiential grounding of declarative model of skill, conceptual learning of procedural model of skill, experiential grounding of procedural model of skill in own experience, experiential grounding of procedural model of skill in others' experiences, skill practice, skill application 69</p>	<p>McCall and Lombardo, Kaplan and Drath and Kofodimos Executive Derailers 1990 specific business performance problem; abrasive, bullying style; cold, aloof, distant, arrogant style; betraying trust by one-upping others; over-managing; bruising peer and others in trying to get personally ahead; staffing poorly--too few, wrong skills, yes-men only; caught by details and presents, lose strategic sense; adaptive--able to adapt to bosses of diverse styles; over-dependent on mentor or advocate</p>	10
	<p>measure and use the productivity effects of virtues (positive social science perspective, PSSP hereafter) wisdom and knowledge (originality, curiosity, open-mindedness, love of learning, perspective), courage (valor, diligence, perseverance, integrity, honesty, enthusiasm), love (intimacy, reciprocity, kindness, benevolence, social intelligence), justice (loyalty, public service, equity, leadership, pain sharing), temperance (forgiveness, modesty, prudence, self control), transcendence (wonder, beauty, gratitude, optimism, playfulness, humor, spirituality, cosmic purpose)81</p>	<p>Belbin's Effective Team Roles 1994 the people composer focus the team; mission-aries push toward goal; wizards toss deep ideas often ignored; aloof critic fixes slop & irrelevance; implementor turns idea into actions; people persons create fellow feeling; detective diplomats explore externals; finishers drive to usable finished products;89-92</p>	11
	<p>compensating for organizational (and other) neuroses PSSP the courage to care and trust in markets, the courage to dissent in hierarchies (bureaus), the courage to force thought in clans, the courage to impose responsible order in organized anarchies 10</p>	<p>Bennis Self Educating into Leadership 1985 develop leaders: reflection leads to resolution; resolution leads to perspective; perspective leads to points of view; points of view lead to tests & measures; tests & measures lead to desire; desire leads to mastery; mastery leads to strategic thinking; strategic thinking leads to self express.: self expression leads to leadership. functions of leaders: create and promote dreams; embrace error for learning from it; solicit feedback on own flaws/talents; encourage variety, dissent, plural approaches; ground enthusiasm in anxieties at abyss underneath the human condition; invite people to grow beyond talent limits; develop exquisite touch as sense of what a particular organ. can become; perfect immediate and long terms dually; maintain exquisite stakeholder balances; partner and ally actively into profitable coalitions; drive to unleash human potential missed by national and business cultures; avoid appointing McLeaders from MBA programs94-96</p>	12

<i>Role Model Manager Spec, Xerox, 1992, unpublished draft</i>	<i>Tacit Knowledge of Leaders, Sternberg and Horvath, 1999</i>	<i>Managerial Competencies by Mintzberg 2004 (modified by Greene)</i>	
leading innovation --continually proposing and establishing and endorsing coalitions for change and invention throughout your own work roles, systems, staffs, and organizations ⁷⁶	optimize positioning for persuasion and closing the persuading --go after agreement where timing and locale and news makes it possible and go for the kill at such times not for steps or progress towards ¹²	mobilizing (actional competencies): compiling inertia into launch, commitment, and follow through: firefighting, project managing ⁷⁰	
drive for business results --balancing short term revenue growth and profitability against long term customer retention and market/technology leadership so both are splendid rather than one achieved at a cost to the other ⁵⁴	discrimination of situations --know when to give slack and when to be unyielding, when to joke and when not to joke ¹¹	handle situations missing one or more key requisites of success (challenge competencies): fix messes, handle emergencies, undo violations, resolve hatreds, invent ways around missing resources, cooperations, authority, experience, talent, motive ⁵⁶	
use of quality --using the total quality way of mobilizing and upgrading entire workforce talent and tools, aimed always at customer need and world best benchmark capability to meet customer need ³⁴	broad mental quickness --ability to absorb, organize in your mind, and make applicable knowledge about wholly unexpected or unusual situations and people ²²	populate others' agendas with items you formulate (challenge competencies): turn ambiguity, emergents, nascence, mess into formulations that appeal to others and focus their thinking, motives, and work ⁵⁵	
openness to change --active solicitation of feedback and continual self change based on it ¹⁸	warm and open --warm enough to be close to others and learn from them, excellent listener and able at any status or age to apply good points observed in others, whether superiors or subordinates ⁵	invent actions that fulfill multi-dimensional goals, agendas (challenge competencies): revel in the art of maximizing the number and diversity of goals accomplished via one cleverly invented and deployed action, continually increase the ratio of goals handled per effort deployed ²⁵	

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	<i>Whetten and Cameron, 5th Edition and Cameron, Dutton, Quinn 2003</i>	<i>Miscellaneous Other Lists of Leadership Skills</i>	
	balancing/tuning emotions PSSP from self-worth to pride, from courage to calamity, from care to indulgence, from respect to fawning, from independence to backbiting, from involvement to busybody-ness, from influence to dictatorship ³	Kouzes and Posner High Tech Leadership 1991 challenge the process (seek opportunity, experiment with risks); inspire shared vision (envision the future, enlist allies); enable others to act (foster collaboration, strengthen others); model the way (set example personally, highlight other examples, plan small wins); encourage the heart (recognize individual contributions, celebrate group accomplishments) ⁹⁷⁻¹⁰⁰	13
	appreciative inquiry PSSP fill the recognition deficit, the loss of the public sphere, the monopolization of limelight by rich central elites with regular structured inquiry into what other roles, functions, groups, and persons are all about, conquering, facing, afraid of, masters of--get everyone into everyone else's shoes for a day ¹⁹	Gardner's Study of Historic Leaders 1997 institutionalize community with audiences; engagement/detachment rhythm; embodiments emerging from stories and vice versa; marshal self & others powers to risk challenge major piece of the world; broaden circle of contacts till huge vis-a-vis audiences later addressed as leader; understand self as tool--strengths and weaknesses; immense powers of persistence that can burn up followers and own accomplishments unless checked by followers allowed to check the leader; ¹⁰¹⁻¹⁰⁴	14
	establish solace systems PSSP before morality can occur people have to know others, get inside their shoes, enough to care about their fate because they identify with their struggles and victories and defeats ⁹	Grint's 4 Arts of Leadership 2000 leadership as: <i>philosophical art of identity establishment</i> between greed and honor, love and hate--success of leaders is degree to which they can create identity in followers that pushes them further than money pulls them; <i>performing art of persuasion/communication establishment</i> between props and audience, talk and action--successful messages cause followers to execute leader wishes when leaders are not around, leaders actively construct their society's narratives about themselves, leaders perform the words and deeds followers conventionally expect leaders to perform but unconventionally enough that followers feel leaders are doing things in reality not just doing a performance = a performance that appear not a performance; <i>fine art of strategic vision establishment</i> between why and where, what and when--indistinguishable social and personal visions of living in leaders plus success of leaders is degree to which they are sufficiently inventively inconsistent to wrongfoot more consistent opponents, leaders must create utopian vision that is yet consistent with realities here and now else it becomes dystopia; <i>martial art of organizational tactics</i> between neutralize and invert, dominate and submit--successful leaders leads organizations empowered to spot and compensate for leader errors plus leaders sidestep their own temptation to always seem in control and hog visibility wanted by followers; successful leaders create inventiveness in followers sufficient to compensate for leader faults and errors; <i>the end of leadership</i> the following that followers do causes leaders to err, leaders who develop uncompliant (to leadership) followers succeed as such followers fix leader errors, ¹⁰⁵⁻¹⁰⁸	15
	increase social indexing levels use events, assignment rotations, after-hours hobby groupings, and the like to increase everyone's knowledge of others' interests, needs, and capabilities ⁴⁰	Rees and Porter Skills of Management 1984 deciding to leave specialization for general management learning to identify managerial type work: effectiveness not activity, short term vs long term results, role set analysis, time management, strategic planning; learning the organization you are to manage: theories of orgn, factors generating orgn, second order effects to manage, role relations, quality achievements, public vs private organizations; styles of managing = styles of legitimizing leadership: 360 aspects, style options, national culture constraints, male vs female aspects; delegating authority, resources, decisions, functions: need for delegation, skills of delegating, obstacles, empowerment theories; motivating people: theories of performance, theories of motives, job design, emotional intelligence, coping repertoire; payment systems: financial incentives, status incentives, scope of authority/action incentives, job evaluation, career pathing; communicating: obstacles, skills (oral, writing), media considerations; selecting the right people: creating selection criteria, collecting info about people, interviewing, selection panels, bias and discrimination, being interviewed; appraising work of others: flaws in formal systems, competency approaches, linking appraisal payment performances firm-outcomes; training: identify training needs, structuring training use/impacts; counselling: coaching, mentoring, solving, handling grievances; disciplining and dismissing: legal considerations, psychological requirements, procedural needs; employee and labor relations: legalities, unions, pro-active context setting; negotiating: theories, frameworks, procedures, prOcess, outcomes; meeting management: activity contents, meeting roles, prep-conduct-followup;	16

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interpersonal empathy and influence-- promoting expansion of your own power via making those around, above, and below you more powerful: see their differences and talents, neuroses and growth, thought and emotion ⁶	empathetic foresight-- being able to foresee the personal, human, social responses beyond internal organization boundaries and across it levels to future situations and present policies, benevolent embracing of the humanity underneath human situations, responses, feelings, and accomplishments ⁷	discern the game and generate wealth using it (framing competencies): frame all situations anew, more rigorously, with radically updated viewpoints then play out those new rules rigorously enough to produce wealth for all around you ²⁶	
personal drive-- demonstrate a drive to operate at standards of performance above those required by situations and organizations you are now in ⁵³	read much from slight signs-- adept reading accurately profound states of mind and systems readiness from slight signs ¹⁴	discern the game and generate improved lives and societies using it (framing competencies): frame all situations anew, more rigorously, with radically updated viewpoints then play out those new rules rigorously enough to produce better lives and social dynamics/institutions around you ²⁷	
personal strength and maturity-- manage failure, bad luck, disappointment, harsh environments, overwhelming jobs as splendidly and professionally as you manage easy, great, wonderful jobs and environments ¹⁶	profound omnipresent skepticism-- knows the human tendency to self exaggeration and self importance inflation and deflates it in all situations ⁸	discern the game and generate fundamental (they change the game) inventions and creations using it (framing competencies): frame all situations anew, more rigorously, with radically updated viewpoints then play out those new rules rigorously enough to produce inventions and creations that fundamentally change and improve the game itself ²⁸	
personal integrity-- avoid using the complexity and multi-farious aspects of work as hiding places for avoiding responsibility, avoid letting others around you do the same ³¹	achieve cognitive operational efficiency-- select relevant cues, evaluate prototypical aspects plus exceptions, anticipate urgency, and plan courses of action ²³	transplant practices across contexts (framing competencies): master the disciplines of uprooting practices grown/developed on one context and planting them in a far different one, accounting for all differences in enablements and hinderances ⁸⁰	

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	<i>Whetten and Cameron, 5th Edition and Cameron, Dutton, Quinn 2003</i>	<i>Miscellaneous Other Lists of Leadership Skills</i>	
	set up public and private aspects of all roles establish democratic citizenship of all roles and role players in a polis community among all roles so work splits into doing role well and arranging environs of all roles so they intermesh well: split work into exclusive own processes and inclusive all processes ⁷⁹	Ready's Conditions of Current Leadership Survey 1993 manage transformation not work as usual most important org capabilities next 5 years: organize around customer needs, be flexible, be quality leader, be customer service leader, have tangible strategic vision getting better at what already good at rather than being flexible enough to follow customer needs faster better deeper trust and credibility gap between all employees and top managers five most important capabilities of great leader in next five years: vision building, empowering, leading the changes, producing results, customer focus how leadership can be developed now: experience, coaching, feedback, self development not formal management training gap between globality of mindset, tools, actions needed and globality there in the organization and its people and traditions	17
	seed non-linear amplification of virtues into virtue bubbles counter non-linear amplification of failures into failure bubbles (disasters) by seeding with virtues the results of which get amplified by further virtue investment, creating virtue bubbles (harness self-reinforcement dynamics for positives) ⁸²	Suarez and Hirschberg Reducing Fear in Workplaces 1990 fear produces questionable data which produces strategic errors = disasters fear turns managers from empowerers into self protective tyrants fear types: of reprisal, of failure, of success causing envy, of change undermining knowledge/skills/positions, of speaking up making creativity an absolute priority achieve polarity: creative abrasion joining opponents on same project, hire opposites into organization, embrace the dragon of why we think things cannot be done conduct work in semi-conscious relaxed-intense forums for creation helicoptering as punctuation--drawing back at key points all staff wander and ask all other staff what they are doing--nothing proprietary failure, cheating, play, are normal work not aberrations set up boundaries and specializations then break their boundaries, blur practice core design skills applied to ridiculously out of bounds projects to bring back new perspectives alternate between entirely professional and entirely personal/customer perspectives, office mindsets and home mindsets ¹⁰⁹⁻¹¹²	18
	enforce absolute getting ahead the myriad relative ways of getting ahead allow denigrating, holding back, blocking and otherwise hurting or ignoring others to be just as promotatory as developing your self well: stop this negative path to progress entirely via institutional inspection means and rigorous sanctions and via recognizing and rewarding primarily those who establish virtues in all around them rather than only in themselves (so they can shine and be superior in virtuousness to others) ⁴⁷	Senge Systems Commonsense for Leading 1995 see inter-relations among things, not the things themselves, invest in relationships get beyond own blame tendencies to system design defects as causes rather than bad people as causes distinguish detail complexity (many factors at play) from dynamics complexity (delayed results/responses over time as surprises) do the work, research, experimenting to find tipping points, 90% invest in locating an action, 10% invest in the action itself deepen causes beyond automatic ones from own mind, distribute causes beyond locales where problems appear--tackles roots not symptoms ¹¹³⁻¹¹⁶	19
	de-mental-ize conscious life social being together inevitably fills our hearts and minds with the noise, the cacophony of competing ways, ideas, views, results, proposals drawing us into our minds and into us till our families, bodies, souls, and after death contributions to life wither away: a primary skill is meditation regimes or other ways (hiking in forests alone and others) of sloughing gradual focus on us and ego and mind and words, restoring transcendental positioning of our selves in the wonderfilled grounds of existence ¹³	Gemmill & Oakley: Leadership as Myth, 1996 young men want to lead but not to any where = leadership as reification leadership is social defense allowing emotional mindlessness of groups projecting "cause" of emotions/events as "the leader" not each other so peer relations become simple, habitual, mindless leadership allows followers to flee from responsibility = learn helplessness leadership is idea used to hide reality of emergent change = solidarity attributed to Lech Valensa not spontaneous interactions among many if dysfunctions in society seen as due to bad or not enough "leadership" then most of us non-leaders have nothing to worry or think about = we can maintain wanted mindlessness if traits written in books on leadership are read instead as traits of followers, then you ask with followers like that what traits are needed for leaders of such followers you get extremely different image/role/functions of leading the sage-fool tandem = hubris linked with buffoonery puncturing fool studying how things now are done assumes all potentials, possibles, principles are now fully used and illustrated = failure to learn and grow people want UFOs = longing for wholeness denied by current leaders/hip our wish for leaders = a wish to someone authoritative to us to remove responsibility from us for figuring out how concretely to work well with the diversity of people and opportunities around us = we want to be told how to be our freedom = we fear and flee from our freedom leadership is an exact measure of degree to which followers wish to be non-human, stripped of the costs of being free and responsible the great leader, then, today, makes people brave enough to no longer wish for leaders simplifying their lives this way ¹¹⁷⁻¹²⁰	20

<i>Role Model Manager Spec, Xerox, 1992, unpublished draft</i>	<i>Tacit Knowledge of Leaders, Sternberg and Horvath, 1999</i>	<i>Managerial Competencies by Mintzberg 2004 (modified by Greene)</i>
environmental and industry perspective --direct social, personal, intellectual, and professional connections maintained to major trends outside the business potentially influencing it ⁶⁷	learn from failure --diagnose from principles induced from cases experienced, treat, observe effects, revisit diagnostic loose ends if treatment fails, switch from forward reasoned diagnosis to backward reasoned new one ¹⁵	performing well yourself as getting others to perform well (framing competencies) : measuring your leadership by how many of your associates you make into leaders; measuring your caring by how many of your associates you make into caring persons; and so forth ³²
business and financial perspective --abstract understanding of all aspects of the business as deployments of investor monies for maximum returns and willingness to make the hard decisions to keep those returns attractive to investors when doing so costs personal and organization suffering or sacrifice or effort ⁶⁸	internalize other stakeholder viewpoints on my actions --map out who all the stakeholders actually are for any situation and role-based and personality-based uniquenesses to their viewpoints, then learn to think and act within constraints set by how they will respond, including the courage to irritate them or violate their norms accompanied by tactics to talk them thru their response to your moves ²⁰	learning to learn from the best people and accomplishments around you (learning competencies) : seek and find excellence and learn from all of it around you of whatever sort ²⁴
overall technical knowledge --leading all around you in embracing, practicing, and mastering new technology bases of doing work functions as they continually change underneath you and the global economy ⁶⁶	organize for visibility attainment --organize for highly visible unique contributions on theme for the organization's overall biggest crisis or mission of the moment ⁴⁸	getting those around you to learn from the best people and accomplishments around them (learning competencies) : enticing those around you to seek and find excellence and learn from all of it around them of whatever sort ³⁵

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	<i>Whetten and Cameron, 5th Edition and Cameron, Dutton, Quinn 2003</i>	<i>Miscellaneous Other Lists of Leadership Skills</i>	
	<p>beyond social capital to the tolerant tumultuously interacting diversities that create connecting people, being close, relating to others all have their costs in conformity, group think, loss of self, so healthy togetherness is dosed with high doses of detachment and apartness whenever it is healthy--tuning connectedness degree outperforms enhancing connectedness blindly48</p>	<p>Jaworski Inner Paths to Leading: flaws in US leaders, 1998 lack of self knowledge = no management of self cuz small self there lack of appreciating leadership of non-leader followers = limelight hogging fragmented by labels = missed connectedness ignorance of the world = preference for happenstance own ways rich means poor ends = why and what for questions unasked changes that do not change = even nominal risks scare them fear of nobody in charge causes them to put themselves nominally in charge = miss plural stakeholder interactions that are in charge really ignorance of context, environments, consequences = everything for show now before self only, no real aim to contribute to the world of the unborn121-124</p>	<p>21</p>
	<p>division of power only leaders who are stopped by their followers where followers discern leader blindspots and excesses eventually succeed, similarly, all roles must have audiences able and willing to stop them and edit their direction at times of dangerous divergence83</p>	<p>van Maurik Competencies of Leaders 2001 Wisdom: create visions that fit the future; envisions evolution next steps of ways of work and business methods; inspiring mentor; persuades others; sees big picture and trends; manages orgn. politics well Integrity: shows others why they are worthy of trust; has no hidden agendas; is honest when describing roles and changes and realities; able to give bad news accurately; Sensitivity: coaches, listens, empowers, develops others, sets up and manages teams well, has repertoire of good processes for handling various issues; learns anything anytime; spots future opportunities in every situation; Creative: conforms when needed non-conforms when needed; challenges conventional views, viewpoints, values, habits, norms, paradigms; manages diversity of opinion well; fosters uniqueness of each person, calls for it; can think outside the box; articulates over-arching directions; likes risks chooses them wisely Tenacity: manages own stress well and others' stresses well; disciplined in approach, capable of immense workloads when needed; persists far beyond initial obstacles; power and uncertainty used well; carries ideas through to good impactful execution; enemy of perfunctoriness in all</p>	<p>22</p>
	<p>generating new power instead of competing for old established role or positional or organizational powers: set up the social revolution dynamics of establishing the utterly new in society and deploy them to invent your way out of problems77</p>	<p>Joseph Campbell the 1 Story that All Stories Are = Leadership 1954 call to adventure: refusal of the call; absolute despair in existing self; the guide, crossing the threshold, enter no-man's-land, road of trials tests-helper combinations, develop new self of new capabilities, supreme ordeal--apotheosis, extinction of all of old self identity, rise from zero return, vanguishing resisters, disappointing tempters, the gift--elixir. call to adventure again, etc.125-128</p>	<p>23</p>

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