

Personal Breakthrough Performance!

By William W. Scherkenbach

William W Scherkenbach is internationally recognized as one of the world's foremost authorities on the subject of quality and its implementation. Theory without action is useless. Action without theory is costly. Bill has the rare combination of both state-of-the-art theory and the experience of applying it in the real world.

He was in the very privileged position of learning from and working with Dr. W. Edwards Deming in the last 25 years of his life. He was with him on over 1000 meetings, including at least 50 four-day seminars, with leaders of industry and government all over the world.

"He was my student, and there's none better in the world... It takes a little ingredient called profound knowledge, and he's got it."

W. Edwards Deming

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William Scherkenbach and the Curious Cat Management Improvement Institute have made available a large number of additional files.

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PERSONAL BREAKTHROUGH PERFORMANCE!

By William W. Scherkenbach

We all have a need to grow. As children, that need was more obvious: We grew physically. We grew in knowledge. We grew in spirit. And then for most of us, growing became somewhat more difficult.

We grew comfortable of where we were physically, logically, and emotionally. We were in good shape, we were smart, and we were secure. Actually most of us were comfortable in only one area and pretty much uncomfortable in the other areas.

Sometimes we were frustrated that others did not see things as we did, did not understand the things that we did, and did not feel the things the way we did. But that was their problem.

Other times we were in awe of others that saw and did things that we couldn't. They understood things that we were just beginning to ponder. And they felt things that we hadn't even begun to fathom.

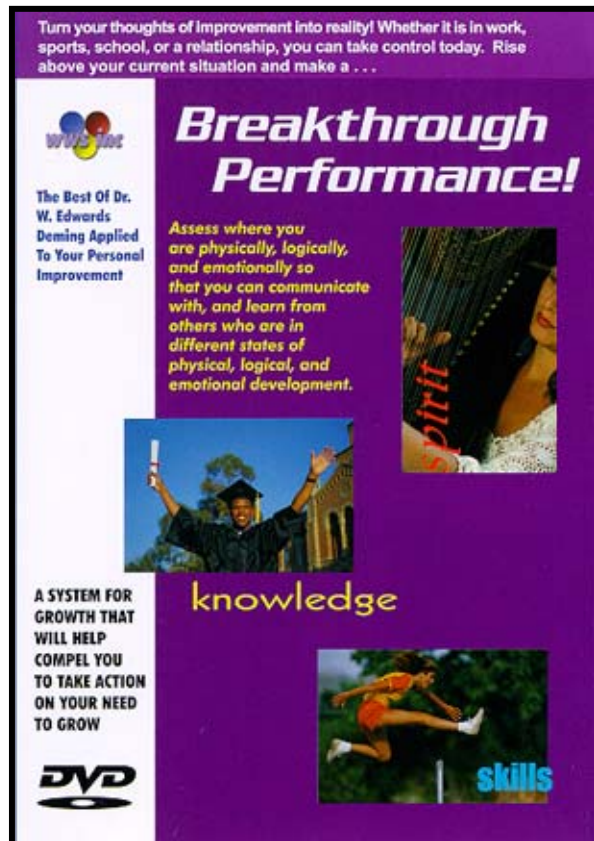
The aim of this Seminar is to help you make a Breakthrough Performance in your life by assessing where you are physically, logically, and emotionally so that you might better communicate with and learn from others who are in different states of physical, logical, and emotional development.

The biggest barrier to making a Breakthrough Performance in your Physical world has typically been found in your logical and emotional worlds.

Likewise, the biggest barrier to making a Breakthrough Performance in your Logical world has typically been found in your physical and emotional worlds.

And I bet you can't guess what the biggest barrier to making a Breakthrough improvement in your Emotional world has been.

You are here to have fun, learn something, and make a difference. Welcome to this out of your world experience.



As Yogi Berra once said, “The future ain’t what it used to be.” It used to take generations for even one major change to occur. Now, many changes occur within just one life-time.

Hello, my name is Bill Scherkenbach. Welcome to this interactive virtual world of mine. While you are here, you have the opportunity to really improve yourself. I don’t think that there is a person living who hasn’t thought about, or fantasized, or wished that he or she could rise above their current situation and do something dramatically better. Whether it is in sports or school or work or in our relationships, I think we all have a bit of Walter Mitty in us. The trick is to turn these thoughts of greatness into reality.



But thought is cheap; so is talk. In an effort to do something, I am sure some of you have turned to the fun and entertaining infomercials that promise a lot...and then only deliver to a very small number of people. And some of you might have tried the scientific and medical and professional journals that have considerable substance...and yet only deliver to a very small number of people.

This is something different. It’s got substance, and its going to be fun. You are going to be challenged physically, logically, and emotionally as you never have before. But you will be better for it. Much better.

The design of this PDF version builds the foundation for your Breakthrough Performance with 23 interrelated questions arranged in 5 modules. I would suggest that you start with the Change module first and then in whatever order you choose, continue with the Skills or Learning or Spirit modules. When you have completed all four of these modules, you are ready for the last module: developing your specific plan to make your Breakthrough Performance!

We are talking about your life here, and it is not trivial. If you were taking my seminar on Breakthrough Performance!, it would take two full days of learning and work and energy to develop your plan for improvement. Take your time and do it right. You’re worth it.

Let’s begin the seminar with a question:

Question 1 - In what area of your life today would you like to make a Breakthrough Performance? Not just any old kind of improvement, but a breakthrough improvement.

Take some time to think about it. Write your answer in your electronic notebook or in the space provided below.

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Module 1: Breakthrough Change

Change...everything changes. You are born, you go to school, get a driver's license, and you face rejection trying to get a date. You graduate, move, get a job, perform in front of a large audience, start your own family, get sick, get another job. You move, retire, move one last time, and then you die.



Someone invents the wheel, forms a democracy, discovers electricity, sculpts the Pieta, and harnesses the sun. Sometimes we can't wait for things to change. And other times we'd prefer that things not change. But change happens.

In this section, I will share with you the results of my research on change. I have found after looking at change throughout history, whether it is personal change, economic change, political change, religious change, scientific change or cultural change; there is an underlying pattern to them all.



But before you get to learn that pattern, I have a question for you:



Question 2 – Out of all of the changes that have occurred in your life, which one stands out in your mind? If more than one really stand out, and that is a good possibility, just pick one of them.

Take some time and think about it. Write your answer in your electronic notebook or on the page provided.

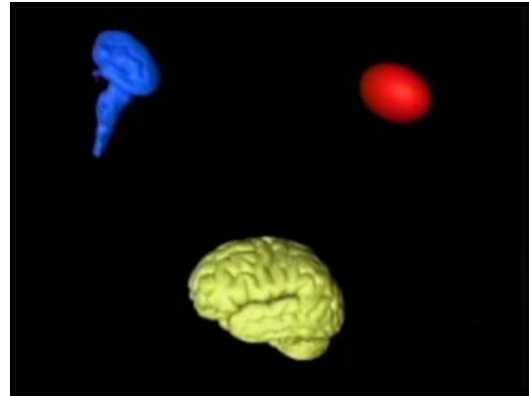
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Welcome back. Even thinking about change changes you.

A key element in my research on change was Dr. Paul MacLean's seminal work in the late 1960's on what he called the Triune brain. He observed three separate cellular structures and chemistries in the human brain: the R-complex, the Neo-cortex, and the Limbic system.

The wonder is that nature was able to hook them up and establish any kind of communication among them at all, much less work together as a system as well as they do.

Let's put the parts together and look inside at some neurons as they fire. The R-complex fires its neurotransmitters to primarily control our physical systems, the Neo-cortex fires its neurotransmitters to primarily handle our logic and reason, and the Limbic system fires its neurotransmitters to primarily regulate our emotions.



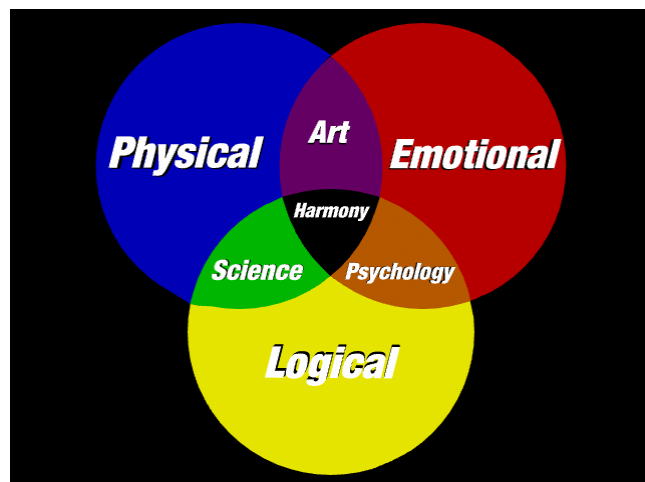
But when they all fire in synch, we have the makings of a Breakthrough human being.

This is the result of my research and what I call the Framework for Change. The primary modes of change are Physical, Logical, and Emotional. They are the underlying pattern for all change and they are a part of every one of us.

The intersection of Physical and Emotional is Art; it is the emotional response to your sensory inputs.

The intersection of Physical and Logical is Science; it is the logical interpretation of physical phenomena.

The intersection of Emotional and Logical is Psychology; I'm going for the root of the word here, Logic of the Soul.



The center is a non-additive region. That is, the whole can be greater than the sum of its parts, and with slight changes, the whole can be a lot less than the sum of its parts. It is what Eastern philosophies call Harmony, and Western philosophies call Peak Experiences. Many people have experienced this flow of energy. Your jump shots are all falling. You feel on top of the world. There is clarity in your thoughts. It is Celestine insight number 9, or maybe it is Love Potion number 9.

I am using a type of circle-diagram that was developed by the English logician John Venn in 1884. I am using this method to portray change to help you avoid four fundamental mistakes that many learned people make as they try to affect change in others.

- **First** of all, people tend to simplistically pigeon-hole or stereotype other people. If you go through Meyers-Briggs or Human Dynamics, you end up with an alphabet soup that verges on looking like a horoscope. The Venn diagram shows that there is a blending of physical, logical, and emotional in all of us. Yes, some of us are very comfortable living in just one of these areas. Spock is Logical, while Kirk is Physical, and Bones is Emotional. For you non-Trekies, most everyone else has a blending of physical, logical, and emotional. To be more precise would be misleading.
- The **second** mistake is to think that whatever mode of change works for you, it must work for everyone else also. Holy wars have been fought because of this mistake.

If you prefer the Physical, letter of the law kind of change, fine. But don't assume that everyone else does. And don't judge them as being nonconforming.

If you prefer the Logical, understanding of the law kind of change, that too is fine. But you need to understand that not everyone thinks like you do. And it might not be too intelligent to judge them as being stupid or illogical.

If you prefer the Emotional, spirit of the law kind of change, that's cool. But please don't feel that everyone else does. And put yourself in their place before you judge them as being unfeeling or cold.

- The **third** big mistake that people make is to think that the sequence that works for them must work for everyone else too.

For some people, form follows function. That is, physical form follows logical function. If the function of an automobile is fuel economy, then the form is pretty much in the shape of a jelly bean. For other people, function follows form that is logical follows physical. If your form is short like mine is, then your function on a basketball team is pretty much that of a guard. Dr. Andrew Weil has categorized the approach to Western medicine as emphasizing form and Eastern medicine as emphasizing function. You need both.

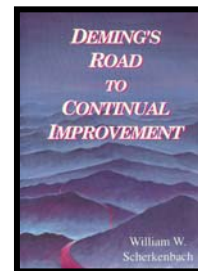
For some people, seeing is believing. That is, physical seeing precedes emotional believing. When my children read the Bernstein Bears stories, they begin to believe that all fathers are a bunch of klutzes - except for their father, of course. For other people, believing is seeing. That is, emotional precedes physical. A teacher might believe that

he has a great bunch of children in his class, and he sees them live up to his beliefs; this is known as the Pygmalion effect.

For some people, feelings should sway reason. That is, emotional feelings precede logical reason. Have you ever on impulse bought something that you would have never bought even if you had spent the time and thought about it? That is how I shop for gifts for my wife. I scan the aisles with my heart. For other people, reason prevails over passion. That is, logical precedes emotional. The next time that you are ready to chastise someone, count to 9 and give reason a chance.

- The **fourth** mistake is to think that you remain static or with one preference all your life. People can and do change over time. And not in a predictable sequence either. There is change within Physical, Logical, and Emotional. There is change between Physical, Logical, and Emotional. And in fact as we will see, you can record the changes you make over time as an aid to spur your improvement.

Even though my model for change is dynamic and non-linear, the English language is linear and so I will talk about each of the major modes of change one at a time. And I am going to focus on individual change rather than societal or group or organizational change, all of which you can read about in my second book, “Deming’s Road To Continual Improvement.”



If you can take an hour and a half out of your day, I know that is a long time. But you probably waste twice that much every day. If you can take 90 minutes out of your day to improve yourself Physically, Logically, and Emotionally, you will be a better person for you and for your team, family, motorcycle gang, or to whatever groups you belong.

Split it any way you wish, but spend about 30 minutes on physical, a half an hour on Logical, and 1800 seconds Emotional improvement. You can do it.

A half hour for Physical improvement can include:

- Planning your diet,
- Performing anaerobic and aerobic exercises,
- Working on your appearance and wardrobe,
- Practicing diaphragmatic breathing and minimizing thoracic breathing,
- Controlling your body language to better communicate,
- Monitoring your physical health.

Other Physical changes may be important to you as well: a private parking space at work or an office with a window.

Physical improvement can also include the organization of the space around you as well as the allocation of your time. For instance, you might organize your kitchen or office to

better accomplish what you do there. You might make sure to allocate your time to visit with friends and pets. The physical management of time is critical today. I just wish I had enough time to tell you about it. You might wish to improve your language skills or your listening skills or your table tennis skills.

You have been sitting or slouching at the computer screen for a while now. And even though the time is flying because you are having such a good time, you need a time out. You need a change.

Sit up straight in your chair. Raise both arms up to shoulder level and parallel to the ground while keeping your elbows bent at 90 degrees. I think it's a good thing that we have video here. Press your elbows back as far as you can, don't hurt yourself now. Hold them back for about 3 seconds and relax. Repeat this five times.



You should feel your back muscles relaxing now.

You should be relaxed enough to answer a question.

Question 3 - What is your favorite exercise? Take some time and think about it. Write down your answer in your electronic workbook or on the page provided.

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You might also spend 30 minutes a day on Logical improvement. That is, improve the neurons in your brain just as you did with the tendons in your muscles.

Brain teasers, crossword puzzles, logic puzzles, rules of logic and fuzzy logic will get those neurons firing.

Anything that you do to acquire knowledge and keep those neurons working will be a well placed investment. For instance:

- Attend a lecture on a new subject.
- Surf the web for a random site.
- Go talk to a neighbor to find out all you can about what he or she does for a living.
- Spend a random half hour at you television watching something on PBS, Discovery Channel, The Learning Channel, A&E, History Channel, or CSPAN.

Here is a sample puzzle for you. “Three boys each had a single glass of lemonade. In total they put 12 packets of sugar into their glasses to make the lemonade sweeter. Each put an odd number of packets of sugar into his glass.

Or try this one:

In order to prepare for an OSHA inspection, a manager called in the Tolan woman, the O’Brien man who did not need 40 hours to prepare for the inspection, and two other employees and asked them to describe what they did with regard to various areas of safety and how long it will take to prepare for the inspection. From the following clues can you find the employee’s full names, their safety subject, the order of importance of the safety subject, and how many hours each will need to be ready for the inspection?

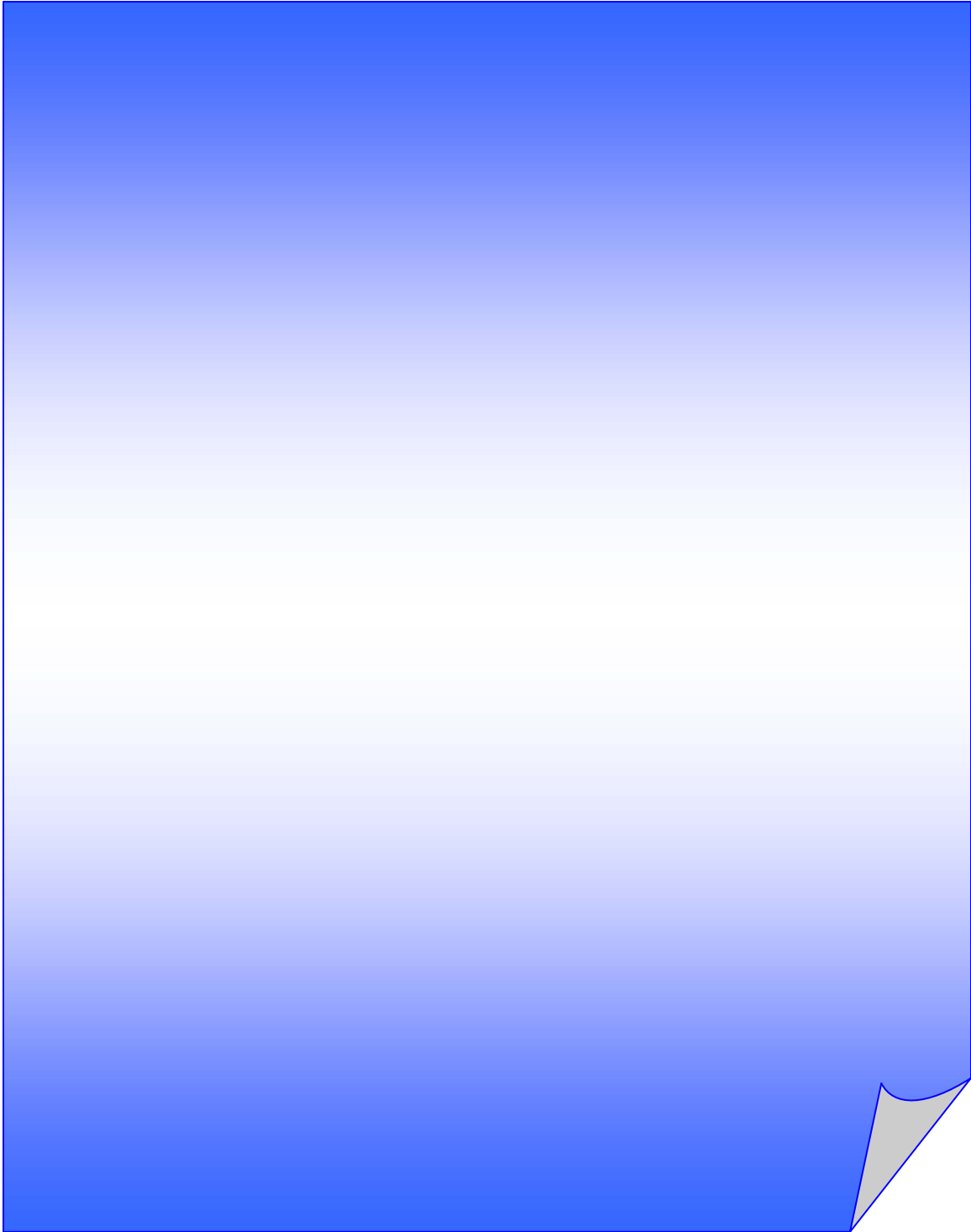
1. Miriam will not need 32 hours to be ready for the inspection.
2. Enright’s subject was more important than the employee who needed 24 hours to be ready; the latter is not Nina.
3. Frank, whose last name is not McCleskey, is not the fire expert.
4. Erin does not need 8 hours to be ready. 8 hours are not needed for shock.
5. The falls subject was more important than Nina’s subject. Nina is not an O’Brien.
6. Miriam is not the shock expert.
7. McCleskey’s expertise will not take 32 hours to be ready.
8. Miriam’s subject was more important than cuts and scrapes which was more important than the subject that takes 8 hours to be ready.

Or this one:

What number might be next in this series? 10, 4, 7, 12, 19, ...? Why?

Question 4 - How many packets did each boy put into his glass?

Take some time and think about it. Write down your answer in your electronic notebook or on the page provided.

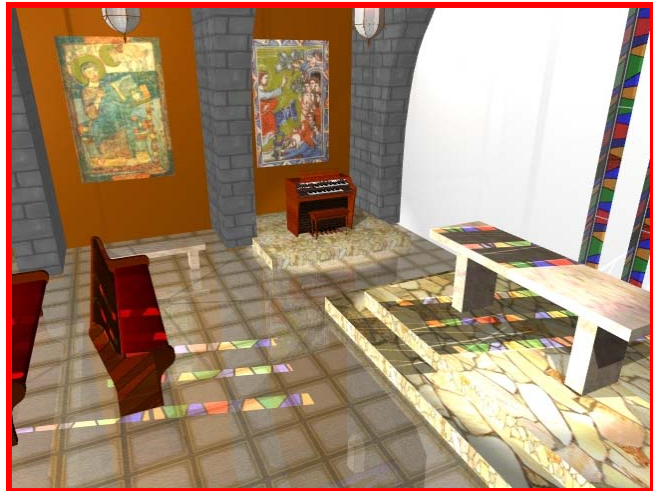


That's odd, you're back already.

You should also consider spending a half hour a day to improve emotionally. Prayer, meditation, reflection and imagery can be extremely helpful.

Prayer is a solemn and humble communication with God. It could be a petition, a thank you, a blessing, an intercession, or praise. Requesting forgiveness, expressing wishes and wants, asking for help, and just talking are a few of the messages of prayer. Prayer can be synchronized to space and time.

We pray special prayers for meals, weddings, funerals, coming of age, etc. We pray in the morning, at noon, in the evening, before bed, etc. We pray at home, in the office, at church or temple, or mosques, or at shrines, or at historically holy places. You can talk to God one on one or many on one in a religious service. Many religions consider the use of music to be an especially important addition to the prayer.



Meditation is a process of focusing the mind on something for the purpose of relaxation. Relaxation can lead to inner peace, uncluttered mind, self-esteem, revelation, etc.

Reflection is one of the more important things that I learned from Dr. Deming. He reflected at the end of the day on things that he learned. Look at your notes, make sense of them in your mind, make spirit of them in your heart, make a file of them on your computer.

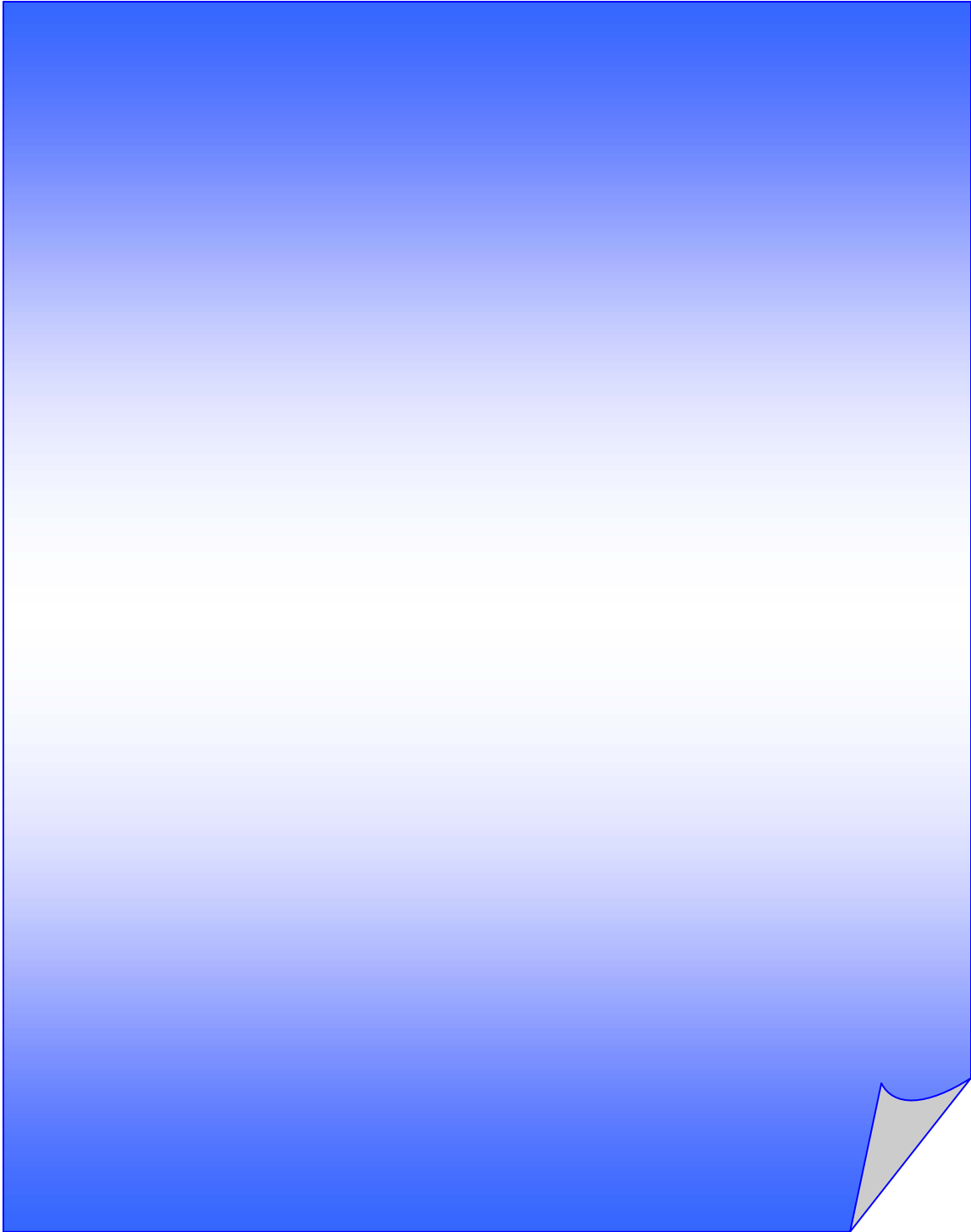
You might learn about other cultures and belief systems.

Creativity is also a part of the Emotional world as are attitudes and values and beliefs and spirit. And a good sense of humor does wonders in any situation. You might find visiting a comedy club or going online to the comedy channel to be very uplifting.

But before we continue, I have a question for you.

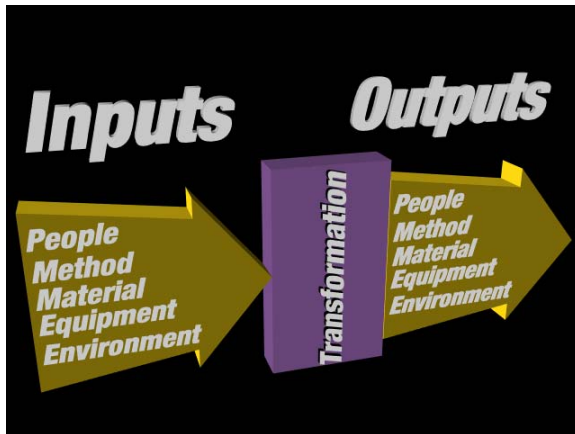
Question 5 – What is your favorite prayer?

Take some time and think about it. Write your answer in your electronic notebook or on the page provided.

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Prayer is good for you. Don't shy away from it.

We are now at a point where we can bring several concepts together. The first you have seen: Physical, Logical, and Emotional. The second defines process relationships. What is a process? For now, all you need to know is that a process is literally everything you do...or think...or feel.



In its simplest form a process is a transformation of inputs into outputs. What you are doing now is a process. You are taking in information and you are doing something with it. If you wish to learn more about process, read the first chapter of my second book, "Deming's Road To Continual Improvement".

A process can be organized to be Dependent, Independent, and Interdependent.

In a Dependent process, your inputs and/or your outputs are completely dominated by others. Your customers are either singing Frank Sinatra's "Do it my way" or your suppliers are saying "take it or leave it".

An Independent process is dominated by you, the individual. The great artists and inventors throughout history are known for being only accountable to themselves. They painted or sculpted for themselves, not for anyone else. Their genius is that they struck a chord that others didn't even know existed.

An Interdependent process has both you and others contributing to the outputs. Now don't make a judgment here, I am not saying or implying that interdependent is better than independent.

There are two extreme positions here: Independent and Interdependent. There are some of you who believe that everything is connected. A butterfly flapping its wings in Brazil a month ago contributed to your local weather patterns this week.

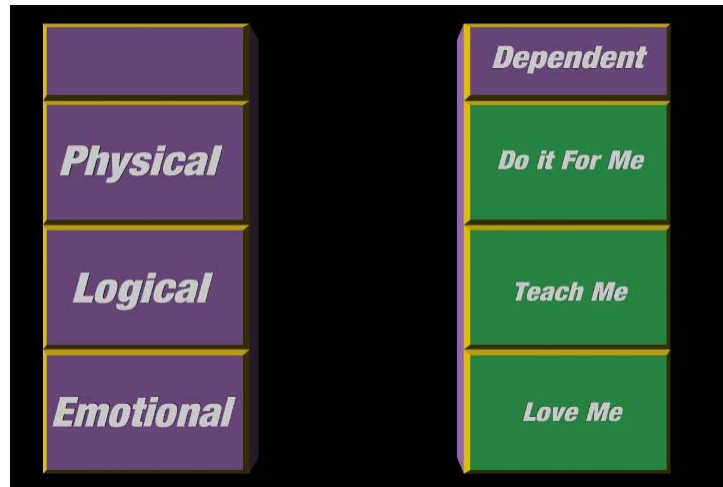
There are others of you who believe that what you do is your own damn business, that what you get is through your own hard work, your own brilliance, your own sweet self, so get out of my face. Both of these positions are defensible. Unfortunately, people holding those positions go on the offense all too often. I personally think that you must live along the continuum between these extremes and strive for balance.

In the Dependent process relationship you are saying "Feed me, Teach me, Love me." In my philosophy, physical dependence, logical dependence, and emotional dependence is not desirable. It is understandable that you are in a state of dependence at various times

in your life. I empathize with you. I've been there myself. But you must be pushed out of it.

When you were first born, you were completely dependent upon your parents. Some times the tide comes in and tide goes out and you are a cork floating on top and swept up in it. The Red Bead experiment is an example of this.

One of the more difficult transitions for a person to make once one gets out of dependency, is to help others out of their dependency. In the beginning, it may seem just easier to do it yourself. Just tie Johnny's shoes for him. Do Suzy's project for her. This is a double whammy. It not only perpetuates the person's dependency, i.e. they do not get a chance to do it for themselves; but also deprives you a chance to grow yourself. At the very least it will free up some of your time to do other important things.



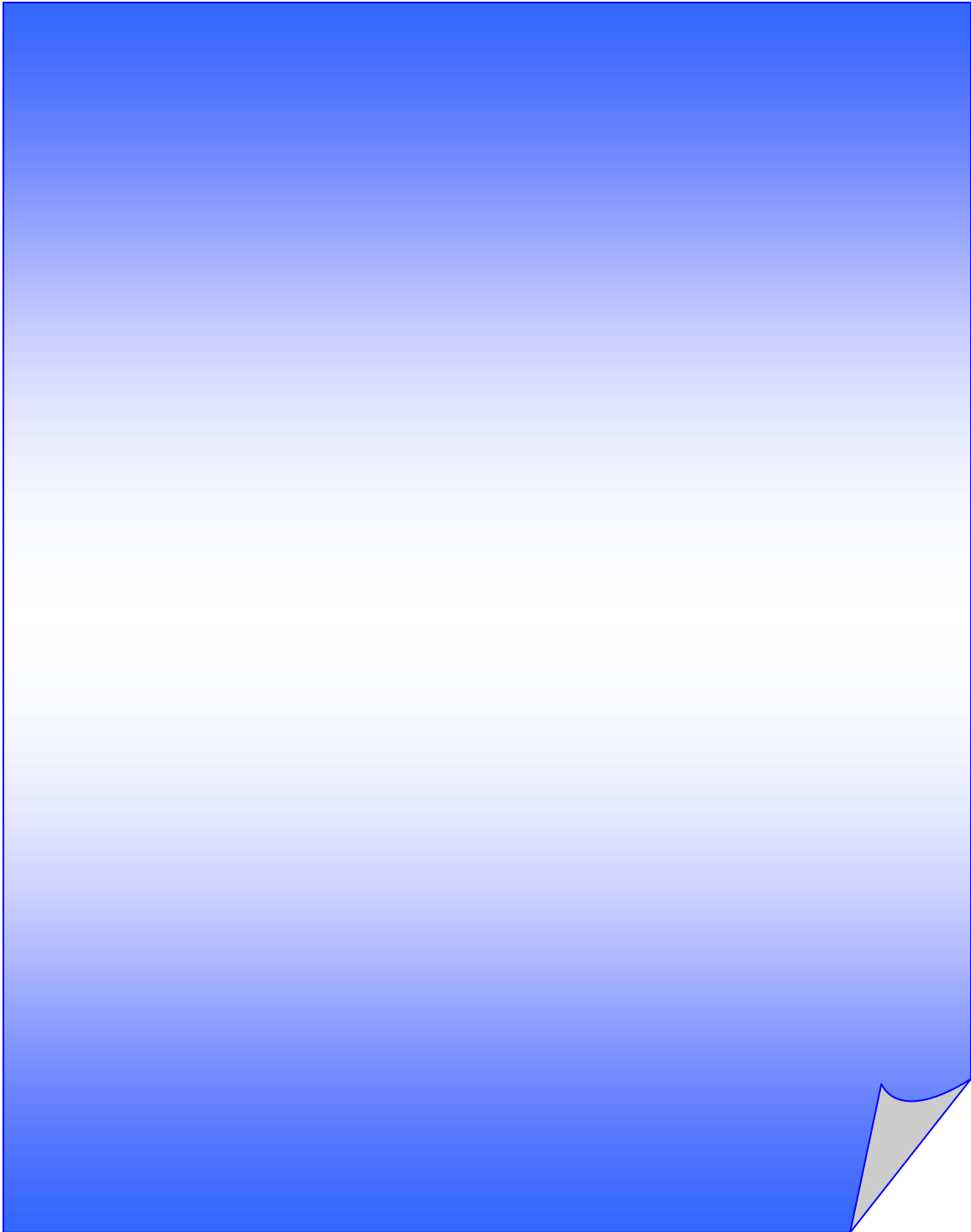
Do you find yourself thinking for someone else? If you just give them the answer, you deprive them of the chance to think. It also deprives you of a chance to teach. Socrates almost always answered a question with a question. He wanted to get you to think.

Please don't confuse unconditional love with short-term pacification. Love might be "tough" in the short-term for the long-term betterment of the dependent individual. You can still love them and yet kick them out of the nest.

Before we go any further, I'd like you to answer this question:

Question 6 – How have you been moved out of Dependency, whether it has been Physical, Logical, or Emotional dependency?

Take some time and think about it. Write it down in your electronic notebook or on the page provided.



Now, aren't you glad that someone kicked you out of the nest? You need to balance independence with interdependence. People need to be important as an individual and as a member of a team, or a family, or a motorcycle gang, or whatever you call yourselves. That importance may be Physical, Logical, and/or Emotional.

	<i>Independent</i>	<i>Interdependent</i>
<i>Physical</i>	<i>I Do It</i>	<i>We Do It</i>
<i>Logical</i>	<i>I Understand What I Do</i>	<i>I Understand How What I Do Helps Optimize Process</i>
<i>Emotional</i>	<i>Joy In Work: I Feel Important</i>	<i>Joy In Belonging To A Team</i>

You need to say

- "I do it. I have the skills and the talent and the ability to do it."
- "I understand what I do. I have the knowledge and the smarts and the savvy to understand."
- "I take great joy in what I do. I feel important and motivated and I have the right attitude and spirit to succeed."

But you also must say:

- "We do it. We trained and had the complementing skills to do it."
- "I understand how I fit into this team. We have a system here with an aim and a method to achieve that aim."
- I am very proud to belong to this organization. They need me and I need them and we all feel important."

In their formal systems, Western cultures have celebrated the individual. Whether it is individual rights, individual freedoms, individual brilliance, individual initiative and hard work, individual superstardom, we love the individual. We've talked about team, we're not saying the team is not important, but the formal systems focused on the individual. Because you have a need to balance individual with team, you found a way in your private life to be connected with others.

According to Peter Drucker, the fastest growing sector in the U.S. has been the volunteer sector. If you cannot fulfill your need to be important as a member of a team at work, you go off-line for that importance. You will join church groups, sports teams, volunteer groups, street gangs to be an important part of something.

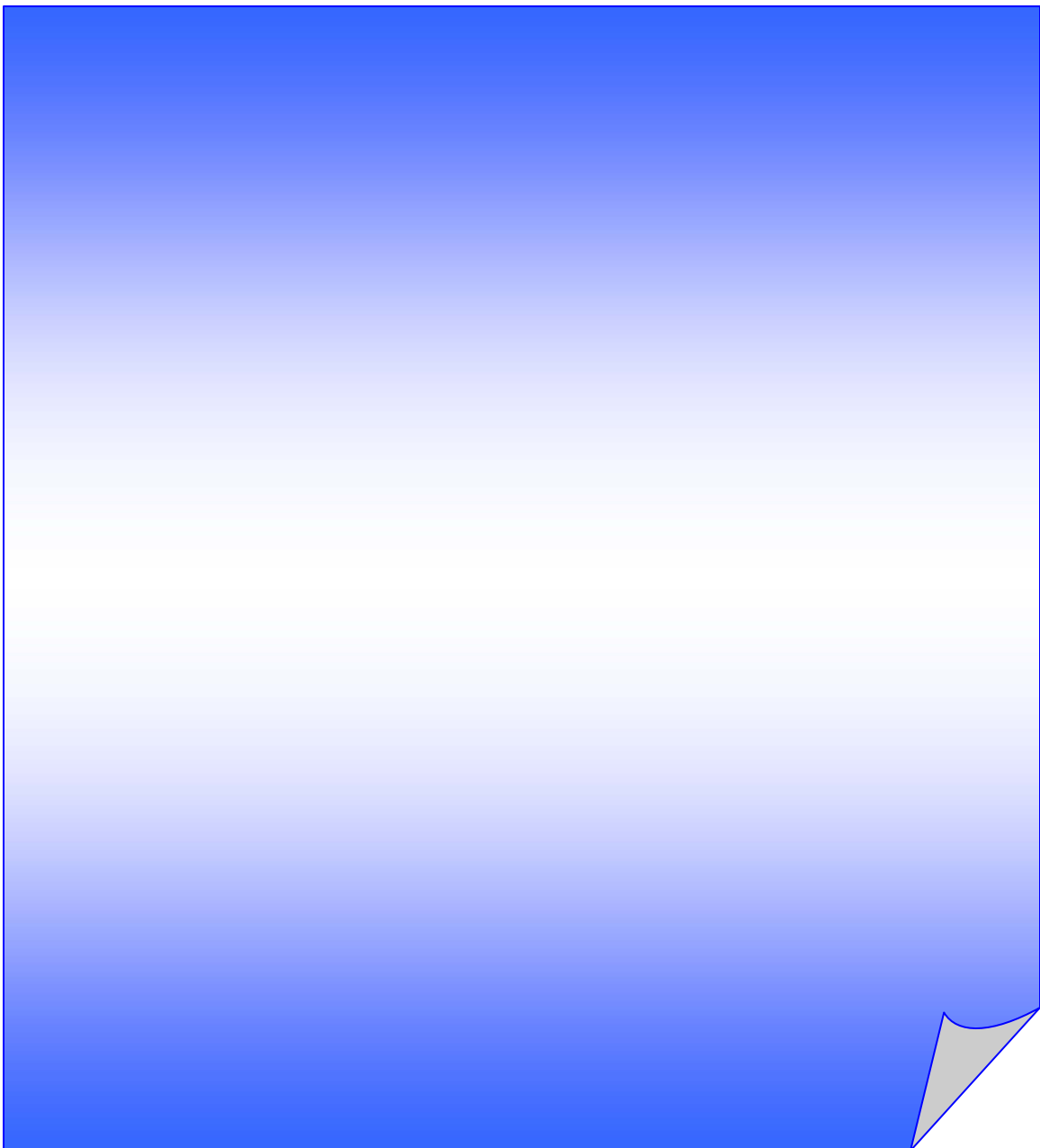
Eastern cultures have celebrated the team in their formal systems. They are not saying that the individual is not important, (well, some of them are) but the success of the family, the team, the group, the company, the country is far more important. If they cannot be important as an individual, they go off-line to get that importance. Golf is not a team sport, Karaoke is not a choir event, calligraphy and present wrapping are not group efforts. They are individual expressions of importance.

We have covered a lot of definitional stuff so far. I have set up the framework for change (Physical, Logical, and Emotional) and combined it with the three process relationships (Dependent, Independent, and Interdependent).

But before we continue, I have a question for you; a question based upon Plato's words that the unexamined life is not worth living. Here is your chance to begin that examination if you haven't already.

Question 7 – At this point and time in your life, what Physical, Logical, and Emotional actions “work for you” to be important as an individual and as a member of a team?

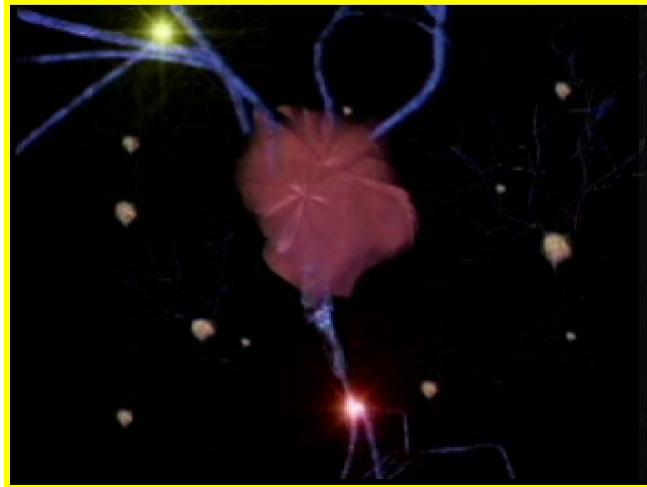
Use the six-celled format to help you organize your thoughts. I have filled out this worksheet for example purposes. They are some of the things that “work for me”.



Now that you have had a chance to fill in the framework for yourself, we are going to take this Framework for Change a little bit further. This will be the final stage-setting before we get into the details of how you can dramatically improve.

Remember my Venn Diagram depicting the Framework for Change? Let's go back into the brain and see some neurons again.

There are billions of neurons and millions of billions of synapses or connections of neurons in your brain. These paths of connected neurons form the concepts that we hold in our minds. Concepts are of your mind and they do not have to have any contact with your physical world. You have the concept of a desk, or mass, force, and acceleration which do make contact with your physical world. You may also have the concept of a Unicorn or Puff the Magic Dragon which do not make contact with your or even my Physical world.



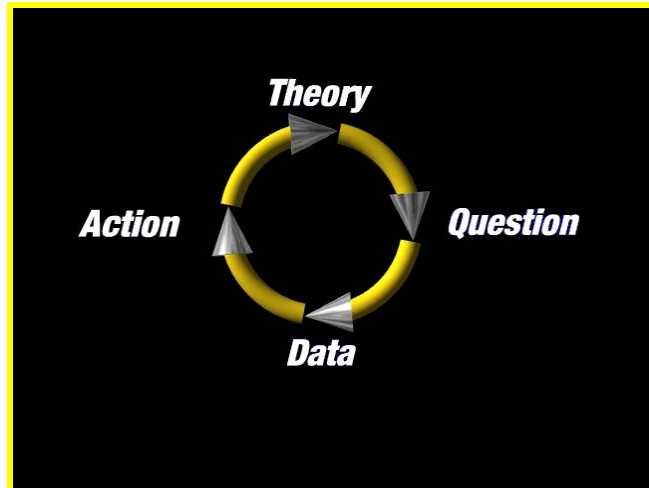
When these paths of neurons that hold concepts are themselves connected to other paths representing other concepts, we have a Theory. I know, the T word. But all a theory is, is a linkage of concepts. I think it is time to demystify the word theory. It can be anything from a hunch or guess, to scientific law. If you see connections, then it is a theory.

For example, if you link the concept of water to the concept of heat, you might have a theory that if enough heat is added to water then steam will form. Steam to cook with, steam to drive a turbine, steam to heat a sauna to soothe your spirit.

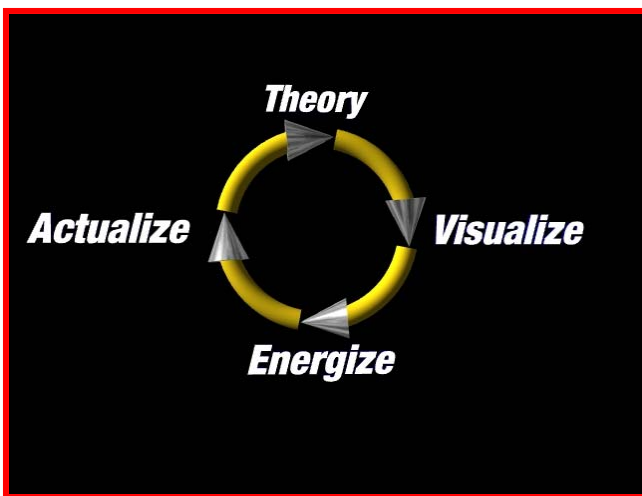
Theory is the basis for all improvement, whether it is Physical improvement, Logical improvement, or Emotional improvement. It all starts in your mind with Theory.

You may improve your logical learning by using the scientific Plan, Do, Study, Act cycle or the creative Theory, Maximize, Randomize, Minimize cycle. Now don't worry, when we get to the learning module, I will explain those two cycles. Right now, all you need to understand is that both creative methods and scientific methods are needed for the advancement of knowledge.

Improvement in the Logical world is driven by what I call the learning cycle. It starts with **Theory**. An example of a theory is “If I toss this ball in the air, it will rise and then it will fall.” Given Theory and only given Theory can you ask a **Question**. “How fast will it fall? Will it fall if I tossed it in Knoxville?” Given a Question, you can come up with the **Data** for an answer. “It will fall too fast.” “Yes, but not on Toole Avenue.” The only reason you should be collecting data is to take **Action**. The action I want to take is to toss three balls in the air so that I can become an accountant. And completing the cycle the action is compared to the theory and the cycle continues over and over and over again. Each time recording where you are so that the accumulated patterns over time and space can help you improve your knowledge even more. If you wish to learn more about recognizing patterns in time and space, go to the Profound Knowledge room.



Your spirit may be affected by physical acts of breathing or posture. It also may be affected by a sense of clarity and knowledge you have of a situation. The aim of the spirit is to reduce fear and increase joy.



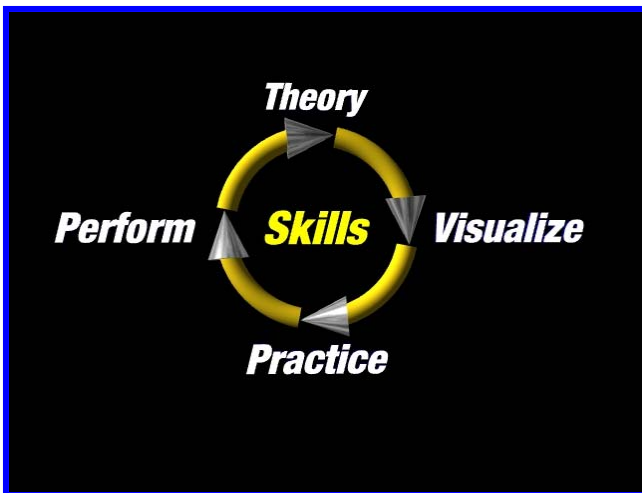
Theory also starts the Spirit cycle in the Emotional world. Many times your spirit or attitude in a particular situation is what gets you through it. The theory may be that a calm head will be best in this situation. It may be that an alert and caring attitude will be the best.

Given the Theory, we try to **Visualize** that spirit of a successful role model in this situation or how we ourselves handled it previously. We then may take a cleansing breath

to **Energize** the parasympathetic systems that calm you down or maybe take frequent shallow breaths to energize the sympathetic systems that make you more alert. You are then ready to **Actualize** the emotion or attitude. And completing the cycle, the spirit that you actualized is compared to the theory and the cycle continues over and over and over again. Each time recording where you are so that the accumulated patterns over time and space can help you improve your spirit even more.

If you wish to learn more about recognizing patterns in time and space, you are welcome to go visit the Profound Knowledge room. If you wish to learn more about your body's calming parasympathetic or exciting sympathetic systems, you are welcome to go visit the Physical rooms.

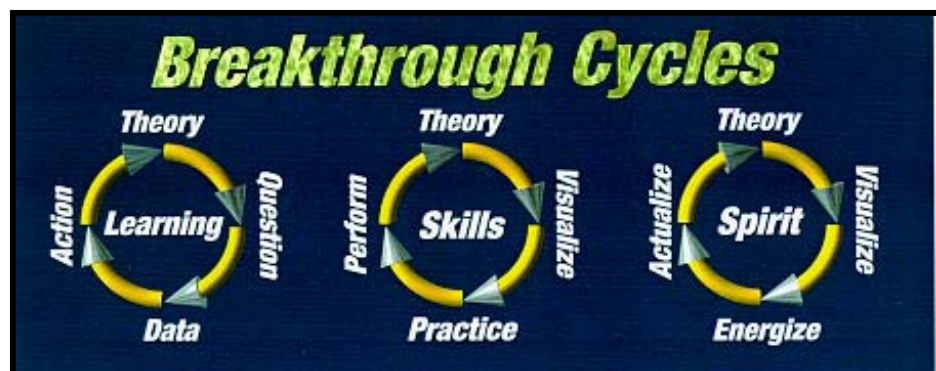
If you are looking to develop a skill, you need to follow the underlying logic or science of the skill. You are also affected by emotion or your motivation towards performing the skill.



Theory starts the Skill cycle too. Every skill has a Theory behind it. A theory might be “If you keep your eye on the ball, you will have a better chance of hitting it.” The next step is to **Visualize** how you, yourself are performing the theory. You are on the 18th green. You have a 12 foot put to win the match. You address the ball, keep your eye on the ball, and clink, plunk. Then you do your Chi Chi Rodriguez sword dance and head for the club house. Next you must **Practice** what you visualize

over and over again. And following practice is your **Performance**. And completing the cycle the performance is compared to the theory and the cycle continues over and over and over again. Each time through the cycle, record where you are so that the accumulated patterns over time and space can help you improve your skills even more.

Theory is central to action in all three cycles. Skills, Spirit, and Learning start with Theory and end in action.



They are all interconnected and influence each other:

- Your spirit can influence your thoughts and your actions.
- Your thoughts can influence your attitude and skills.
- And your body can influence your mood and ability to learn.

Theory is so important and so under-recognized that we have dedicated space in each of the Physical, Logical, and Emotional virtual rooms on this DVD ROM to present various

leading theories from world-class experts. You can insert these theories or theories of your own as you use the three cycles in your effort for your Breakthrough Performances.



Dr. Denham Harmon

We are now ready to use some Theory. Think back on the change in your life that you mentioned in response to Question 2.



Dr. David Henderson



Aaron Mattes



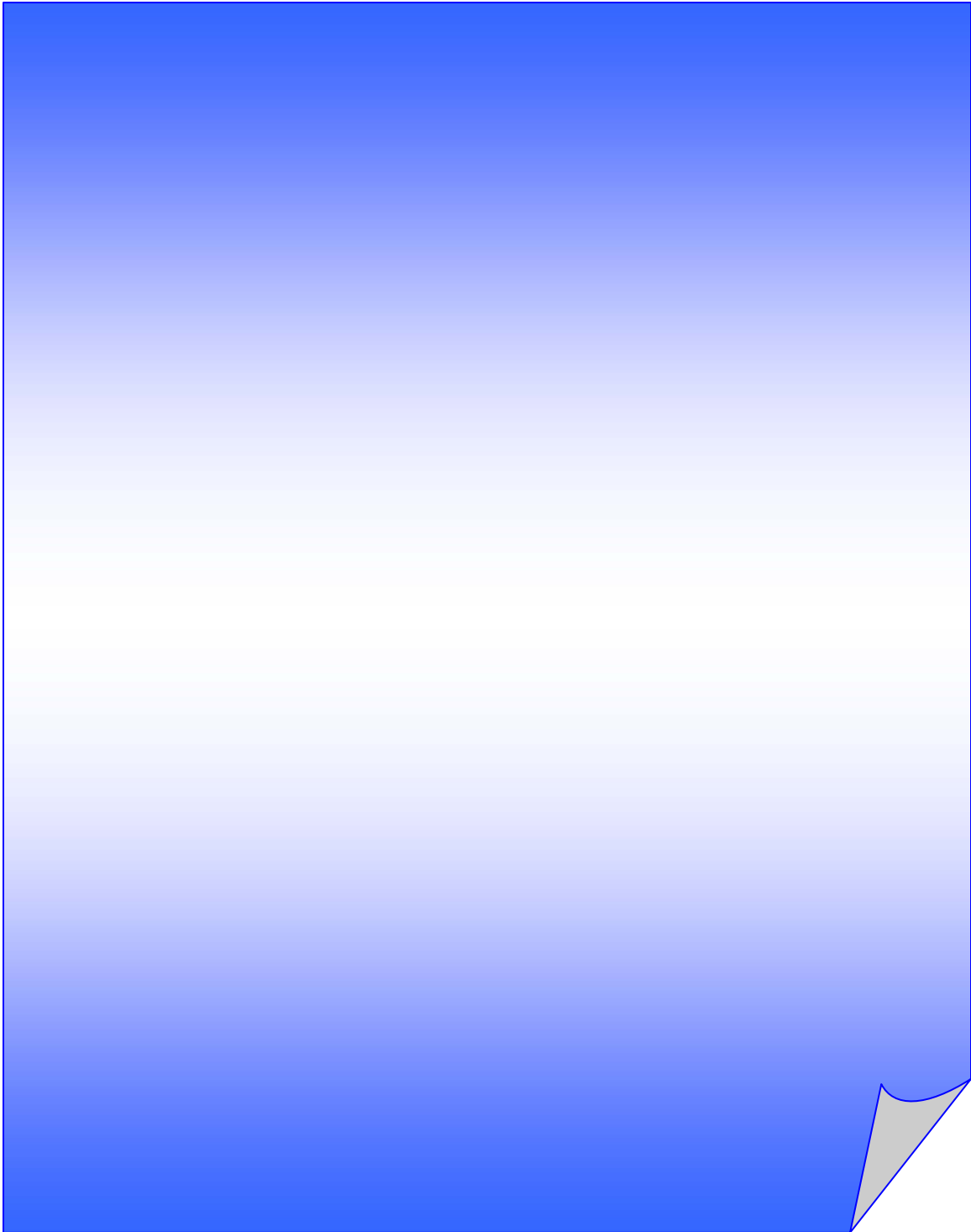
Karen Smyers



Dr. Richard Rafoth

Question 8 – What were the Physical, Logical, and Emotional dimensions of the change?

Take some time and think about it. Write it down in your electronic notebook or on the page provided



Now that you have identified the Physical, Logical, and Emotional components of the change, **Question 9** – How might the change have been made easier or quicker or better if you knew then what you know now about change?

Take some time and think about it. Write it down in your electronic notebook.

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Question 10 – Out of all of the many things that you learned in this section this time around, name one of them and how are you going to apply it in your life?

Take some time and think about it. Write it down in your electronic notebook, or on the page provided.

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Module 2: Breakthrough Learning

Now we are ready to learn some specific things that will help you better learn; breakthrough learning, if you will. Did you know that the greatest barrier to the advancement of knowledge, throughout history, has not been ignorance? It has been the illusion of knowledge. We know a lot that just is not so.

When Galileo tried to get astronomers to look through his new telescope, they refused because they said that Aristotle had already told them how many stars there were in the heavens.

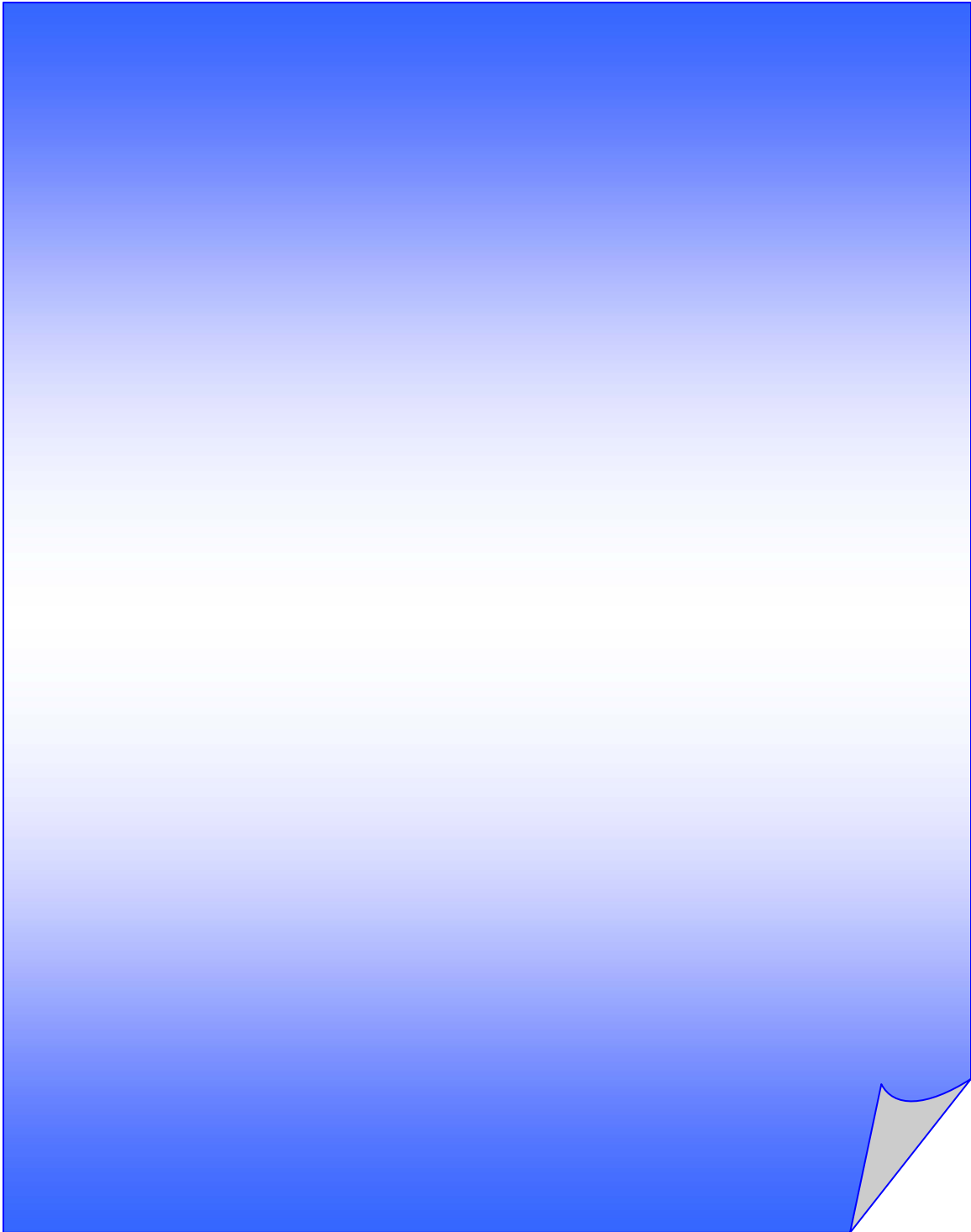
I can remember my friends trying to tell me that there was no tooth fairy. I wouldn't listen to them because I knew there was a tooth fairy because of the quarters she left under my pillow. We know a lot that just is not so.

But before we begin to learn how to learn, I have a question for you:



Question 11 – Out of the many things that you learned last week, which one stands out in your mind?

Take some time and think about it. Write it down in your electronic notebook or in the space provided below.



I learned a very useful question from Jim Bakken, a retired Ford Vice President. I learned that instead of asking “Why can’t we do such and such...” I should ask “How can we do such and such?” When I thought about it, I really don’t want to know why we can’t do something. I want it done.

The spirit of Continual Improvement is that no matter how much you know, you can improve on it.

One of the more important things that I learned from Dr. W. Edwards Deming is that no matter how learned you are, or important you are, or successful you are, you should never stop learning. He would write notes to himself during the day as he listened to people. Before he would retire for the day, he would review the notes; commit them to his mental filing cabinet for testing with his theories. To him, everything started with Theory.

For those of you who do not know who Dr. Deming was, he was the man the Japanese credited for their economic turnaround after World War II. If you would like to find out more about who Dr. Deming was, there are many sources listed in the Bibliographic bookcase in the section on change. In addition, our CD-rom entitled “Deming: Best Efforts are Not Enough” will give you a very good background on who he was and what he accomplished.



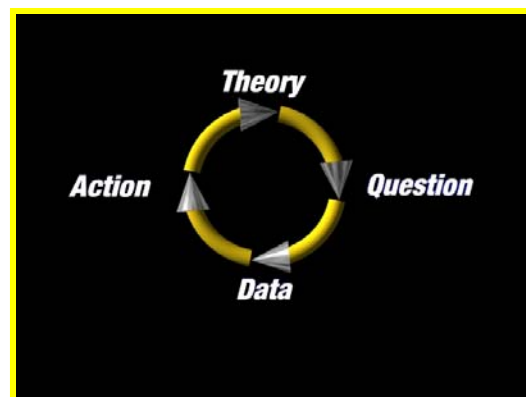
The community of Greenwood, South Carolina has begun the process that they call “life-long learning”.

That puts the theory that Dr. Deming was advocating into action.

As in Spirit improvement and Skills improvement, improvement in Learning starts with Theory. Whether you are a rationalist and think that it all starts in your mind, or a pragmatist and think that it all starts with the outside world, the wheel is the same. You just jump on at different stops. So humor me for a moment and jump on at the Theory stop.

Remember, Theory is a linkage of concepts. My **Theory** is: If I take time out of my day to read, I will be a happier person. Once you have a theory you may begin to ask **Questions** about it. What should I read? How long should I read? How much happier will I be if I read National Geographic?

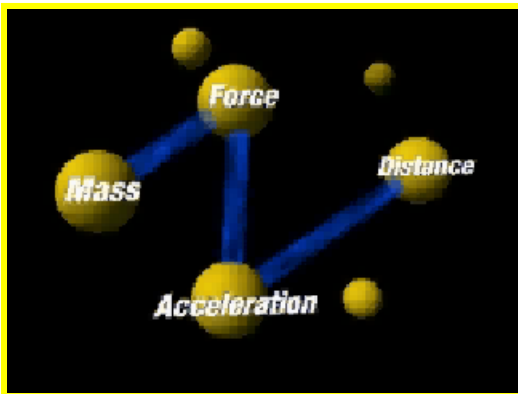
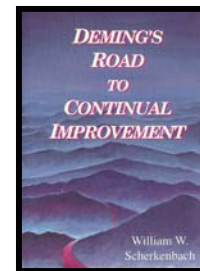
Questions demand Answers both qualitative and quantitative. What should I read? Read something completely new to me. How long should I read? About 30 minutes a day. How much happier will I be if I read National Geographic? I would be a lot happier if my name was Francesca.



The only reason to collect data is to take Action. Just do it. Then compare the action with the original theory and the cycle continues over and over and over again.

Theory is a perceived connection between concepts of people, materials, methods, equipment, and environment. You should recognize these as the resources that are the inputs and the outputs of every process. But then again, maybe you don't. In fact, what is a process?

It is literally everything you do or think or feel. Whether you manage a company or manage to get by, plan an attack or plan a party, do a pilot study or do lunch, check a mistake or check out, act on impulse or act your age, drive to work or drive a golf ball, conduct a meeting or conduct an orchestra, make a decision or make a sandwich, you do it through a process. In its simplest form, a process is a transformation of inputs into outputs. If you wish to learn more about process, read the first chapter of my second book, "Deming's Road To Continual Improvement".



Now back to theory. There is an implied prediction in a theory: if this...then that. If $m=5$ and $a=3$, then $F=15$. If you can go through this DVD-ROM, then you will improve. If you do anything or think anything, you do it through a process.

Scientists long ago stopped arguing about the rightness or wrongness of a theory. They instead are concerned about the degree of usefulness of a theory. And that would be a pretty smart thing for you to do too.

Theory is taken from the Greek word "theoria", meaning viewpoint, or perspective. Remember, theory without action is useless. But action without theory is costly.

Questions then, come from Theory. Given any Theory, you then may ask who, what, when, where, and why and how.

But before you ask your question, think through how you are going to use the answer. Not only use the answer but how are you going to add value to it and then give it to someone else.

Dr. Deming used to say that he could not do the simplest thing for someone unless he knew what the person was going to do with it. He couldn't clean the table unless he knew what you were going to do with the table once it was cleaned.

If you were going to put a computer on it, it is clean enough. No action or expense is necessary. If you were going to eat off of it, then he might use a damp cloth and swipe it across the top of the table. If you were going to do surgery on it, he would use a completely different process to clean the table. If you were going to do microchip assemble on it, it might be clean enough to cut people on, but not the kind of clean to do chip work.



If you require data to do something, you better know how it was collected before you use it. Have you ever sat down to watch something on TV only to find that you looked at last week's TV Guide? And you expected to see a program that isn't on? The more you know about the collection process, the more useful the data become.

Remember, data come from questions. Maybe you did not ask the question, but someone else did. And you would be better able to use the data if you knew what the question was. In other words, you've got to play Jeopardy. The answer is "Start with a large one." You can't do much with that answer. The question was "How do you make a small fortune in the CD-ROM business?" Start with a large one. How about this one? The answer is "Twenty-thousand leagues under the sea." That question was "Do fish play baseball?"

Remember, the only reason to collect data is to take action.

On the other side of it, the actions taken by others to get you the answer are very important to your ability to take action.

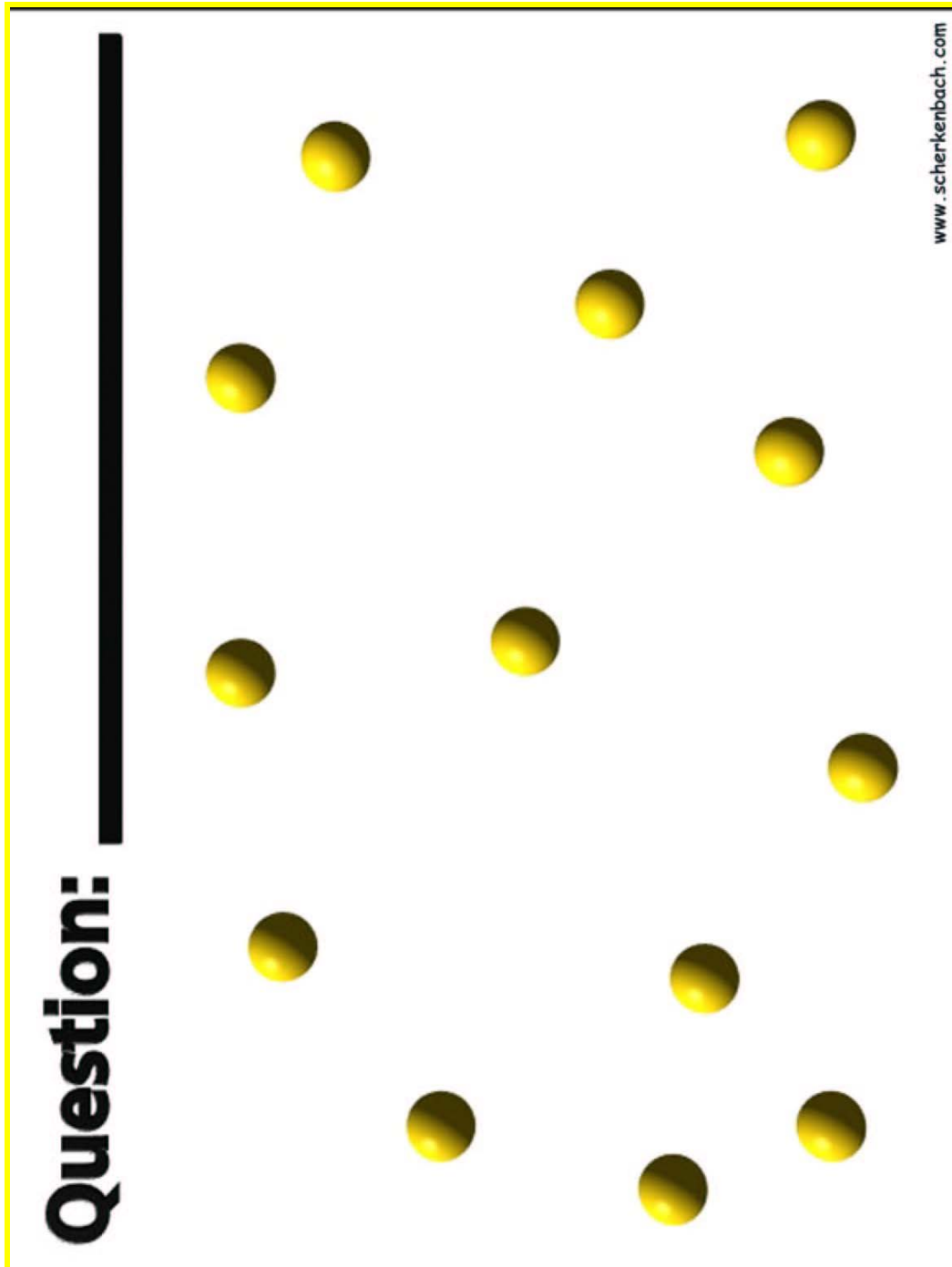
Action without theory is costly. So is action with a not too useful theory. If your theory is that in order to stop a car in slippery conditions, you should pump the brakes. And you apply that theory in a car with Anti-lock braking; you are not going to be able to control your vehicle. Anti-lock brakes were developed from a different theory. They actually pump the brakes for you. If you pump, the system doesn't work.

Here's another theory: If I ask a question, you've got to think about it, and in thinking about it, you might get an insight on how to use it. So now I will ask a question, actually two questions:

Question 12 – Out of all of the questions that you ask, which one is your favorite? If you have more than one favorite, pick one of them.

Question 13 – What are some to the concepts and theories behind your question?

Take some time and think about it. Write your answers in your electronic workbook or on the Theory – Concept Worksheet below.



Welcome back. You should have stated your question and some of the concepts and theories behind the question. Remember, you improve questions by going upstream to examine and improve the underlying theories. One way to expand your theories is to increase the number of concepts that are involved. What you see here is a selection of different concepts for illustrative purposes.

New and expanded theories are formed by connecting some of the new concepts: for instance, the linkage of misery to my lectures. Who would have thunk it?

There are very predictably 3 approaches to increasing your concepts...**Physical, Logical, and Emotional.**

Increase your physical sensory awareness, and you will see, hear, feel, smell, and taste your way to more concepts.

Brush up on the rules of logic and its fallacies and you will reason your way to more concepts.

Empathize with how others feel and use creative methods and you will imagine your way to more concepts.

I will explain these approaches one at a time.

First, physical sensory awareness:

How would MacGyver look at this watch? Or for you older folks, what would the A-Team do? They wouldn't see just watch, would they? They would see the components of a thermonuclear device and a cell phone that would get them out the particular jam that they were in. It's amazing that they didn't see all that before they got in the jam.



Focus on describing things using one sense at a time. For instance: Describe the chair you are sitting on using only your sense of vision, then only your sense of taste, then only your sense of hearing, then only your sense of smell, then only your sense of touch.

Sight - Color, focus, motion: Focus can be improved by spectacles. Color maybe improved by filters but mostly you're stuck with what you were dealt (colorblindness, etc.) Motion can be best detected using peripheral vision. Painters (artists) learn how to see the lines, disassociated from the object and move the hand with the pen, brush, or pencil as the eye moves across the lines of the object. Use the sight memory box in the Profound Knowledge room to improve memory of what you see. Look carefully at

another person's face for 5 minutes. (I know that is an eternity.) What do you see? Take a class in photography or drawing. Read Sherlock Holmes stories, it's elementary. You might watch a scary movie or read an action-thriller book. Just do something that makes you hair stand on end.

Touch – largest sense organ of the body: Most of the input is dulled, that is, put in background because it would overwhelm you. i.e. sitting – most of the input is censored out so that you can concentrate on stuff other than the millions of nerves in your butt. If you want to improve your sense of touch, blindfold yourself and try to identify various objects. Attend a class that teaches Braille. Wash the dishes twice a day to soften and sensitize your fingers. Try to identify objects and then draw objects hidden from view but touchable. Pretend that you will lose your sight. How will you get around the room? Where are the obstacles?

Taste – Four taste buds: Sour, Sweet, Salt, Bitter: Don't overwhelm your taste buds. For some of us it may be too late. Do you remember the taste of pabulum? What are your favorite foods? Why are they your favorite? What memories to they conjure up when you taste them? Eat salmon or drink ginseng tea to heighten your senses.

Hearing – Hearing aids boost selective frequencies. I lost my hearing in my right ear on the gunline in Viet Nam. All I hear are high frequencies ringing in that ear. I have learned to read lips and smile a lot. People can distinguish the different sounds of people walking down the corridor. Airline pilots can distinguish troubles in the equipment by their sounds. What are your favorite sounds? How can improvement of your hearing help you make your Breakthrough Performance? Strap on those earphones and play that funky music to rock and roll all night and party every day. Okay then, how about the 9th symphony?

Smell – Lots of olfactory sensors, major interaction with taste. If you have a stuffed nose, you really can tell the absence of the interaction with taste because a lot of foods "taste" bland without the olfactory sense. It helps memory. Associate a particular smell with an event and you will better imprint it in your memory. I have not found a Naval Academy graduate that doesn't remember the smell of Bancroft Hall in the summer. I love to smell wine. I was struck by a comment made by the philosopher Charles Sanders Pierce, that a man who is able to discern the amount of attar of roses in wine is a man worth making an acquaintance. What smells do you prefer? What Perfumes or colognes? Do you recall your first smell? One Viet Nam veteran recalled that his ability to distinguish the smell of cooked rice saved his and his platoon's life more than once. How has smell helped you do a better job? Can you associate smells with events in your life? Take a whiff of L'air du Temps or some other pheromone. Sure does it for me.

The simple and easy act of walking will freshen your senses.

And if none of that works, splash some cold water on your face. You can find more of what to eat and do to increase your sensory acuity in the Physical rooms.

Second, you can use Logic to increase the number of concepts. I am going to use some Latin here for some important logical fallacies that you should avoid and what is more fun, be able to catch others in the act. Fallacies are really physical or emotional tricks that logicians say are out-of-bounds in a good logical argument.

- Ad baculum is a physical appeal to authority. Because Aristotle said so. Because the boss says so. Because mommy says so. Why? Because I say so.
- Ad hominem is an emotional trick of name calling. Whoever thought of that is stupid.
- Ad populum is a physical trick of going with the crowd. Whatever the gang is doing; I mean everyone knows that.
- Ad misericordiam is an emotional trick appealing to self-pity. I can't go on because nobody likes me.
- Ad ignorantiam is actually a logical trick that plays on absence of evidence is not evidence of absence. I can't make this Breakthrough because I haven't seen it done.
- Ad verecundum is the ultimate physical ruse. Not only is it an appeal to authority, it is an appeal to an irrelevant authority. Nothing like movie stars testifying before the US Congress on anything under the sun.
- Ad nauseum...is not a fallacy. But, I'm getting sick of the Latin. There are more fallacies and rules of logic in the Profound Knowledge room.

You can use creativity to increase the number of concepts. Creativity is not just for artists and performers. It is an integral part of the advancement of knowledge. All creativity is, is a synapse being formed or potentiated where none existed before. It is a connection of two previously "unconnected" concepts or thoughts. Ah! I could have had a V8.

I am sure that you are well familiar with the scientific method or maybe even Dr. Deming's version of it: Plan, Do, Study, Act. There are a number of other versions as well. The creative method is no different. There are many versions of how to harness creativity. Whether it is Michalko or DeBono or Von Oech or others, they all boil down to three approaches: Maximize, Randomize, Minimize.

Maximize the number of underlying concepts. Maximize the importance



or size of a particular concept. Assume a concept is the only one. Assume that you can take all the time in the world.

Randomize the connections between concepts. Mix them up, flip them, rotate them, turn them inside-out.

Minimize the importance or size of a particular concept. Assume the concept reduces to nothing. Assume instantaneous results.

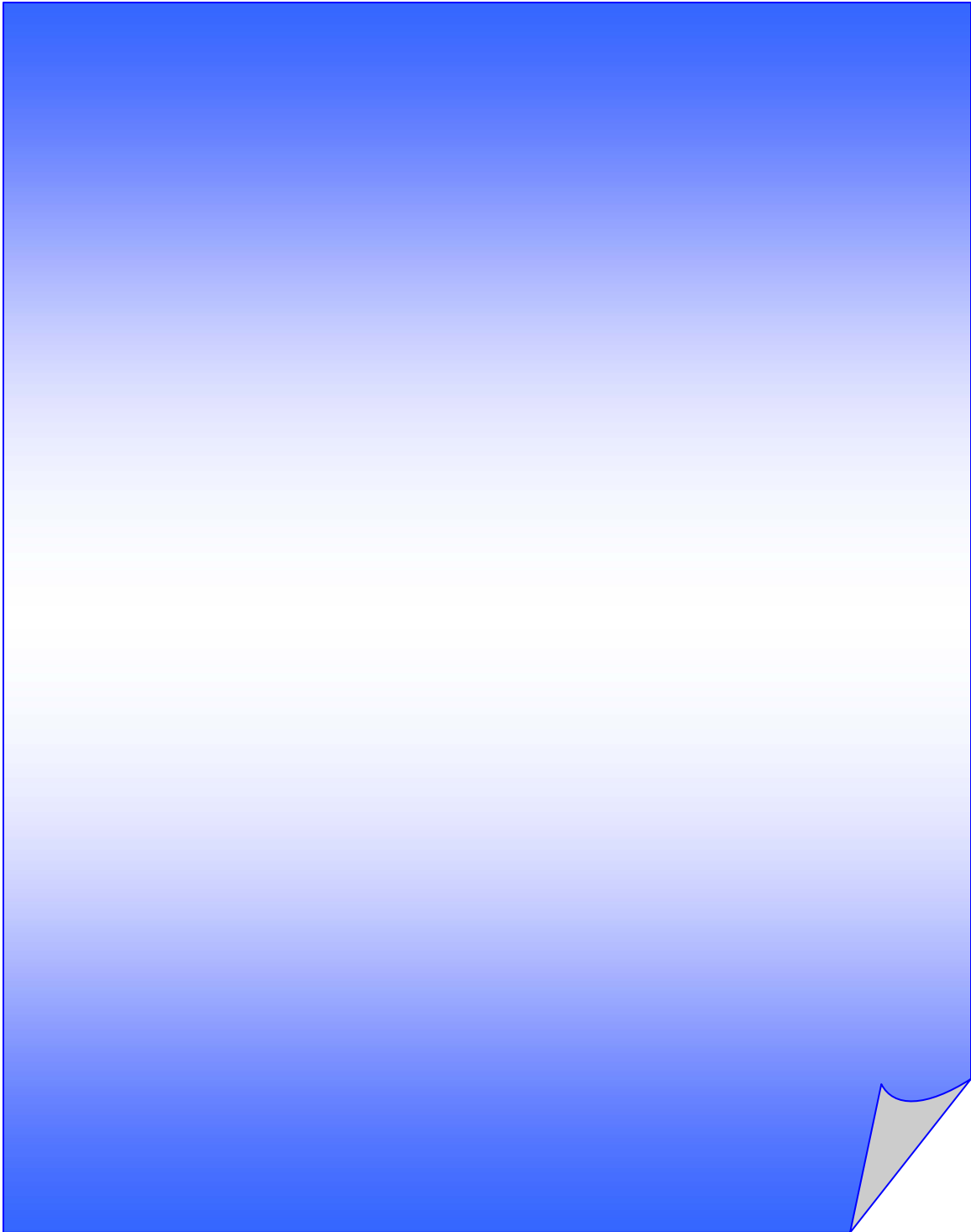
If you wish to learn more about these and other creative methods, just visit the Creative room.

But before I show you a tool that can help you generate creative ideas, I have a question for you.



Question 14 – Out of all of the creative ideas you have had in your life, what one sticks out in your mind?

Take some time and think about it. Write your answer in your electronic notebook or in the space provided below.

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Certainly buying this transcript was a stroke of creative genius. Hopefully it wasn't at the top of your list though.

You will have a chance to use other tools in the Creative room, but right now, I will explain how to use what is known as a Random Word process to increase the number of concepts.

First of all, you select a random word. I'll give you one now, but you can get many more in the Creative room using the Random Word Generator. Your random word is "Chimney".

Write the word chimney on the top left of the Random Word Worksheet. Now brainstorm words or phrases that describe the random word chimney and write them in the left-hand column. Bricks, Santa Clause, mortar, smoke, chimney organization, stuff like that.

You then select a question that you wish to improve. Write the question on the top right of the Worksheet. Let's use my question: "How do you know?"

Random Word: _____ Question: _____	
Descriptors	Forced Associations

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Now comes the fun part. You then force connections between the question and the words and phrases you thought of to describe the random word.

Bricks make me think of being walled in, constrained and established boundaries. Smoke makes me think of blowing smoke, making it up.

The concepts of blowing smoke and including outsiders influences and modifies who you ask.

The new concept of constraints adds to the concept of process and can make visible within the walls thinking.



And maybe the most innovative concept, the one from Santa Claus, it's a gift. Take it and run. You don't want to know how I got the answer.

Sometimes the random word process works, sometimes it doesn't. I see a number of follow on questions that I should ask that will really help. But I don't see a completely new question popping out.

The more off the wall the word and descriptors are in relation to your question, the better the chance that you will come up with a breakthrough idea.

Now it's your turn.

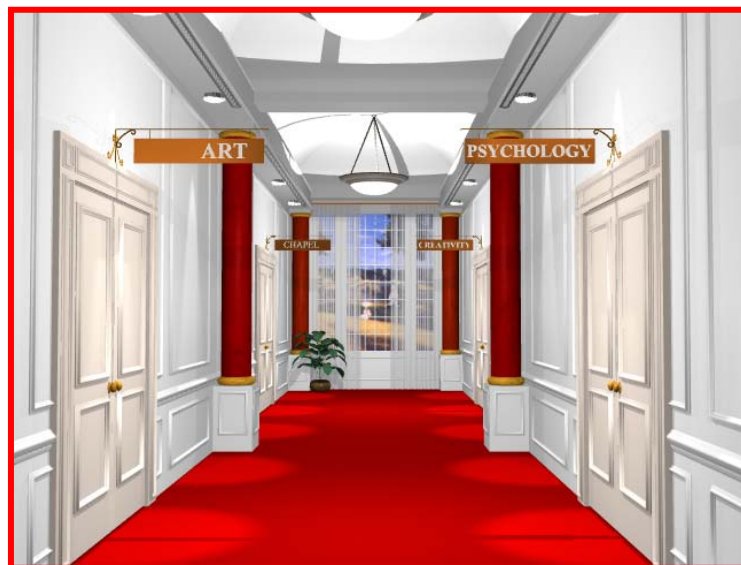
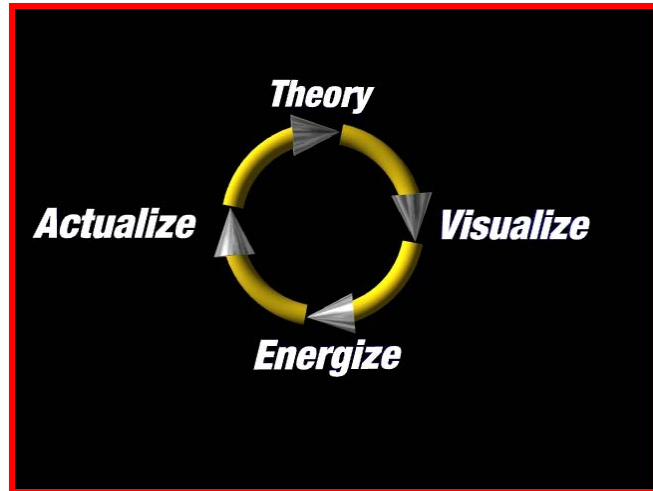
Question 15 – Using any of the Physical, Logical, and Emotional methods to increase the number of underlying concepts, how might you improve your favorite question? Use the Question – Theory – Concepts Worksheet.

Random Word: _____ Question: _____		
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Module 3: Breakthrough Spirit

Now we are ready for Breakthrough Spirit. You might feel that spirit is just for artists and inventors and motivational speakers, not. Every one of us has a need to take joy in what we do. Some days are better than others though. In this section you have the opportunity to learn how to make more of your days filled with joy as well as how to have fewer and fewer of your days filled with fears that put a damper on your joy.

But before we begin, I have a question for you:



Question 16 – Out of all of the joyful experiences that you have had in your life, which one stands out in your mind?

Take some time and think about it. Write your answer in your electronic notebook or in the space provided below.

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I still remember the birth of our first child, Matthew. There were all sorts of complications with the birth, but when I heard his first bleating sounds that must have been scary for him, they were pure joy for me.

Now as in Knowledge improvement and Skills improvement, improvement of your spirit starts with Theory.

My **Theory** is I need to be calm and peaceful and skillful when I drive my son to school in this morning's rush hour traffic because I want to set a good example for him on how to interact, not contact, with other drivers. (He is going to be getting his driver's license pretty soon and he has started to pay attention to how this driving stuff is done.)

My next step is to **Visualize** how a combination of Mother Theresa and Dale Earnhart would be calm and peaceful and skillful in this situation. I am going to try to emulate them.

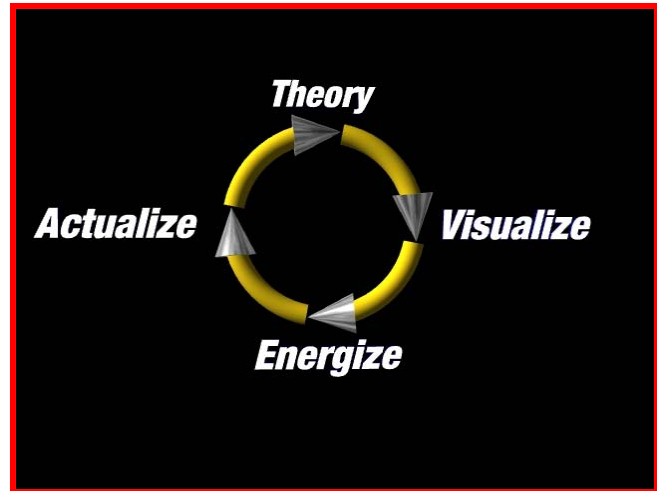
Since I am trying to be calm, I will take a slow and deep cleansing breath to **Energize** my parasympathetic system.

And then I am going to get my keys and **Actualize** my calm and peaceful and skillful driving to school. But then get out of my way after I drop him off.

Theory is a perceived connection between concepts of people, materials, methods, equipment, and environment. You should recognize these as the resources that are the inputs and the outputs of every process. But then again, maybe you don't. What is a process?

It is literally everything you do or think or feel. Whether you manage a company or manage to get by, plan an attack or plan a party, do a pilot study or do lunch, check a mistake or check out, act on impulse or act your age, drive to work or drive a golf ball, conduct a meeting or conduct an orchestra, make a decision or make a sandwich, you do it through a process. In its simplest form, a process is a transformation of inputs into outputs. If you wish to learn more about process, read the first chapter of my second book, "Deming's Road To Continual Improvement".

Now back to theory. There is an implied prediction in theory. If this...then that. If you take joy in your work, then your health will benefit. If you keep virtuous role models close to your heart, then you will persevere in difficult times. If you feel needed by others, then you will be there for them. There are many more theories that apply to the spirit in the Emotional rooms. Use them or put your own to use in the Spirit Cycle.



Theory is taken from the Greek word “theoria” meaning viewpoint, or perspective.

Remember, theory without action is useless. But on the other hand, action without theory is costly.

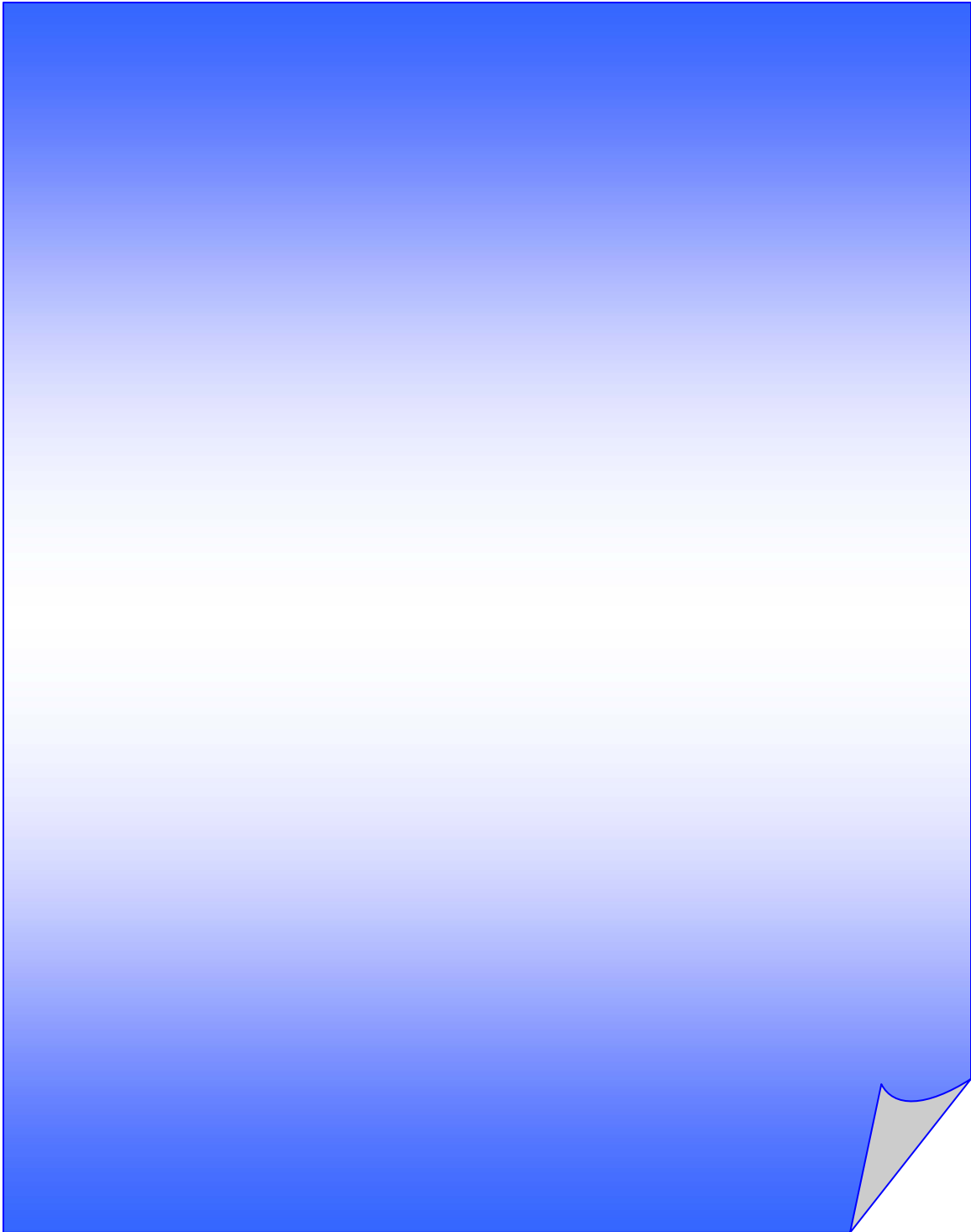
Your thoughts can influence your emotions.

A very useful thought is one of a person that you consider to be a role model of virtue or spirit. You are buffeted every day by winds of fortune and misfortune. You can create an oasis in this storm by thinking how a role model might handle the situation. You might also think about how you previously handled the situation.

Dwell on the positive role models, not the negative ones. You must be aware of and think about the negative, do not put your head in the sand like an ostrich, but don’t dwell on the negative. Dwell on the positive.

Question 17 - Try to visualize the faces of people who have had great influence on your life. What should you try to emulate? What should you try to avoid?

Take some time and think about it. Write your answer in your electronic notebook or in the space provided below.



I think of my old friend and mentor Dr. Deming often. How would he handle this situation or what would he think about a particular theory?

Physical actions can have great impact on and in fact can energize your emotions:

- Breathing
- Walking
- Stretching
- Muscle relaxation

All of these can lead to stimulation or calmness.

Sometimes you wish to be keyed up and alert. Other times you wish to be calm and laid-back, chill.

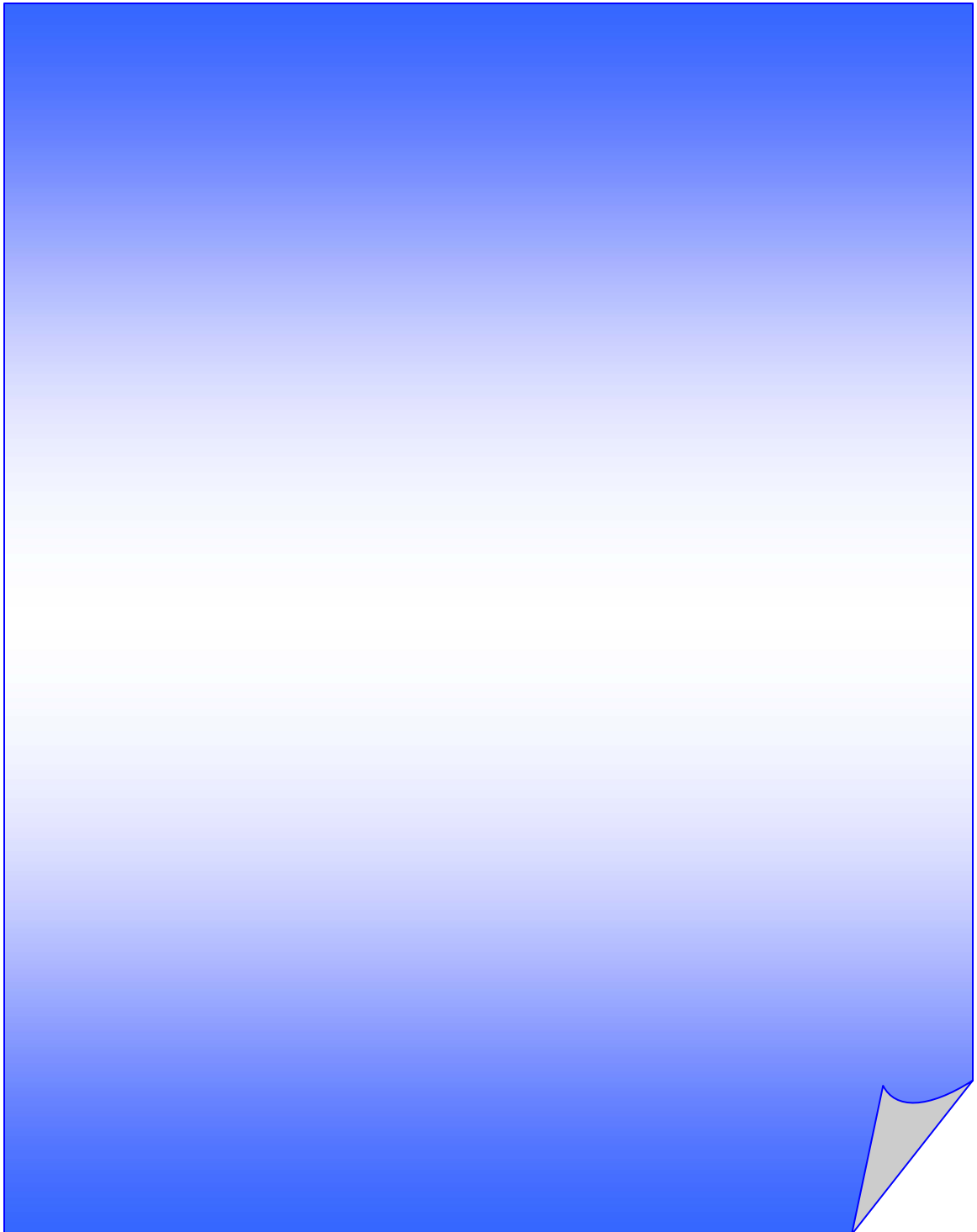
As they say at Nike, Just do it. Actualize what you visualized. Take joy in your life.

Experience the moment to the fullest. Focus yourself on the now. Take advantage of the present opportunity. Work through your anxieties.

The anxiety that you must be feeling because you know a question is approaching.

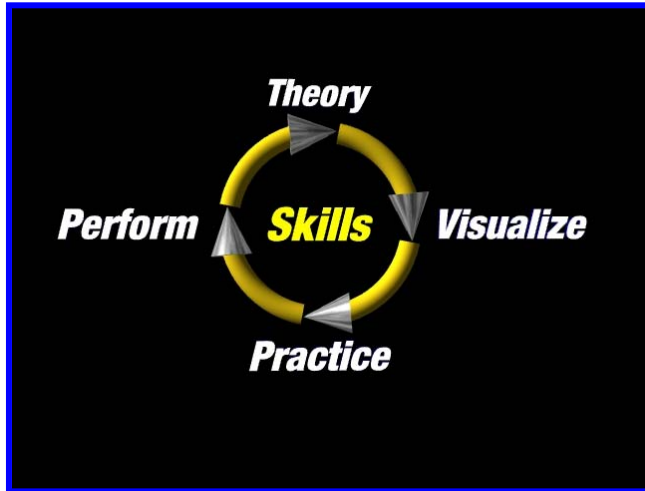
Question 18 – As you prepare for tomorrow, and using the Spirit Cycle, how can you make tomorrow more joyful than today?

Take some time and think about it. Write your answer in your electronic notebook or in the space provided below.



Module 4: Breakthrough Skills

Now we are ready to improve some skills. Listening, memory recall, hygiene, welding, table tennis and innumerable other activities are considered skills. They require some form of practiced adroitness.



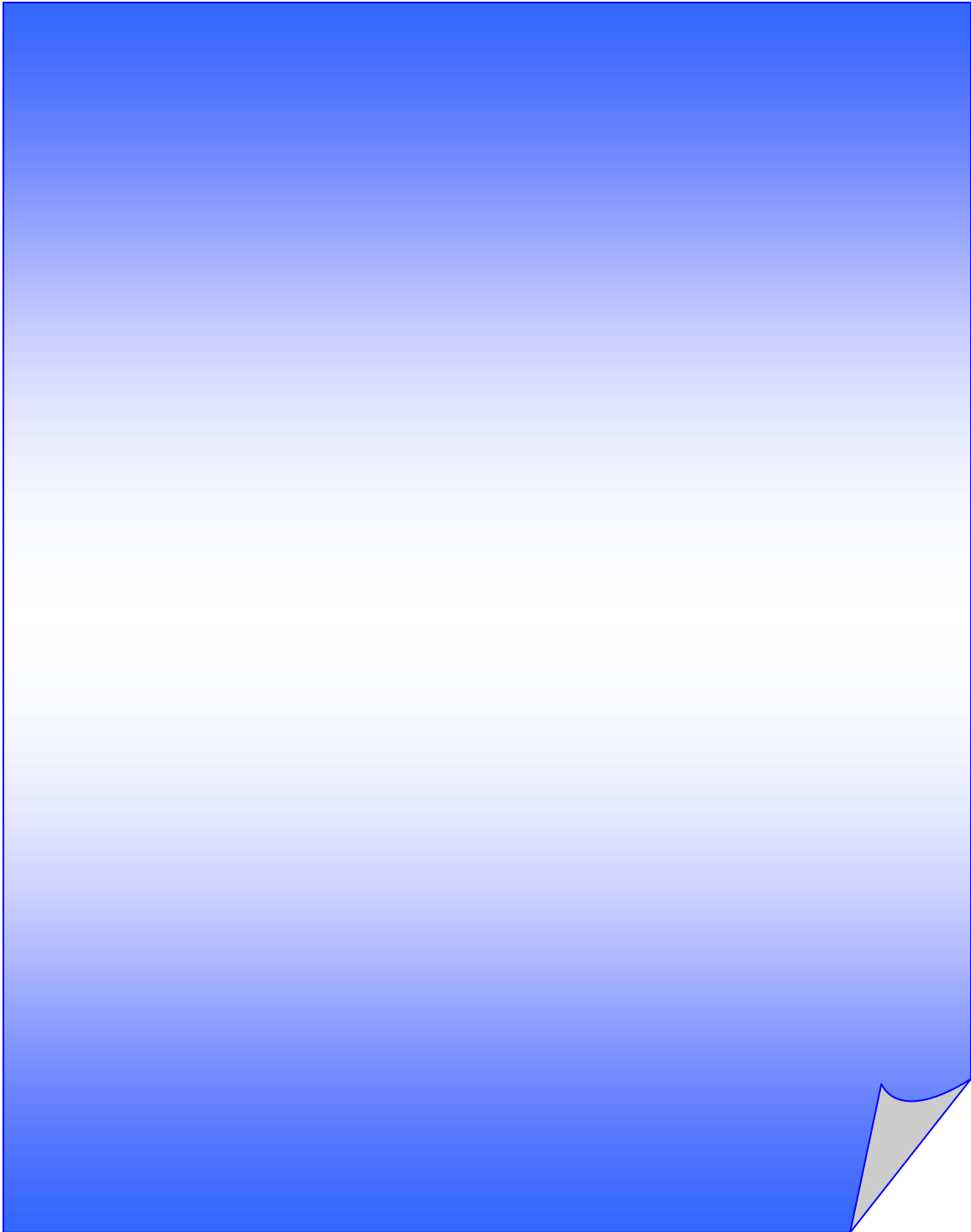
I am also including activities such as eating, exercising, and sensory development. They too are skills.

But before we begin, I have a question for you:



Question 19 – Out of all of the physical, skillful things that you have done in your life, what one stands out in your mind?

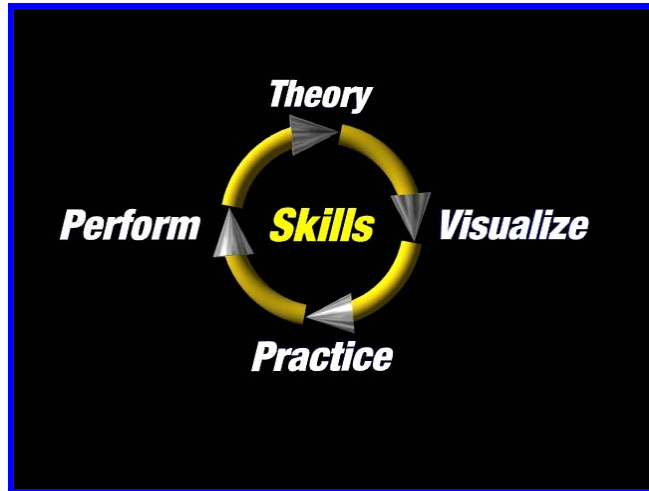
Take some time and think about it. Write down your answer in your electronic notebook or in the space provided below.

A large blue rectangular area with a gradient, intended for writing an answer. The bottom right corner is folded over, revealing a grey underside.

I can remember my grandmother saying “The mind can absorb what the seat can endure.” For me that meant I could be a smart ass only if I was a hard ass. Which is an acquired skill.

As with Knowledge improvement and Spirit improvement, improvement of Skills starts with Theory.

There is an underlying body of **Theory** for table tennis that is pretty much explained by Newtonian physics. I’m not going to go into the math here, but you should if you are serious about table tennis. Let’s spin on some spin. It can be topspin, backspin, or sidespin. The theory is that if you are on the receiving end of a top spinning ball, you should have your racket closed, that is tilted with the top edge forward.



The next step is to **Visualize** yourself acting out the theory. Visualize a ball with topspin coming at you. Visualize your stance and backstroke and hand position as you prepare to make contact with the ball. Visualize your hitting the ball and following through. Visualize your footwork to recover and prepare for the next volley.

You then need to **Practice** what you visualized. If you have a robot server, all the better for you getting down the fundamentals consistently. But practice, practice, practice.

Now you are ready to **Perform**. Warm up, go with the flow, and enjoy.

Theory is a perceived connection between concepts of people, materials, methods, equipment, and environment. You should recognize these as the resources that are the inputs and the outputs of every process. But then again, maybe you don’t. What is a process?

It is literally everything you do or think or feel. Whether you manage a company or manage to get by, plan an attack or plan a party, do a pilot study or do lunch, check a mistake or check out, act on impulse or act your age, drive to work or drive a golf ball, conduct a meeting or conduct an orchestra, make a decision or make a sandwich, you do it through a process. In its simplest form, a process is a transformation of inputs into outputs. If you wish to learn more about process, read the first chapter of my second book, “Deming’s Road To Continual Improvement”.

Now back to theory. There is an implied prediction in theory. If this...then that. If you brush your teeth with gum to gap strokes, then you will keep your teeth longer. If you

drink 8 full glasses of water a day, then you will more readily flush out toxins. If you stretch your hamstring muscles, then you will decrease your chances for lower back pain. You can find many more theories that apply to skills in the Physical rooms. They were developed by world class athletes, nutritionists, biochemists and MD's. Use those theories or put your own to use in the Skill Cycle.

Theory is taken from the Greek word "theoria" meaning viewpoint, or perspective.

Remember, theory without action is useless. But on the other hand, action without theory is costly.

Picture yourself putting the tips of your fingers 3 inches beyond your heels in a sitting position on the floor. Shoulders rolling forward, bending from the hips not the waist, melting into your quadriceps. If you were doing Yoga, you would be doing the perfect seated sun pose.

Once you visualize yourself performing the skill, you must physically practice it. As in any physical endeavor, warm up first. Take deep cleansing breaths.

Visualize yourself performing the skill as you do it. Don't over do it.

Take care to warm down. Take deep cleansing breaths.

Showtime! Be sure to get plenty of rest before the performance whether it is a piano recital or a piano move, you need to be rested if you are to do your best.

Warm up, physically, logically, and emotionally. Use your earphones to get psyched up.

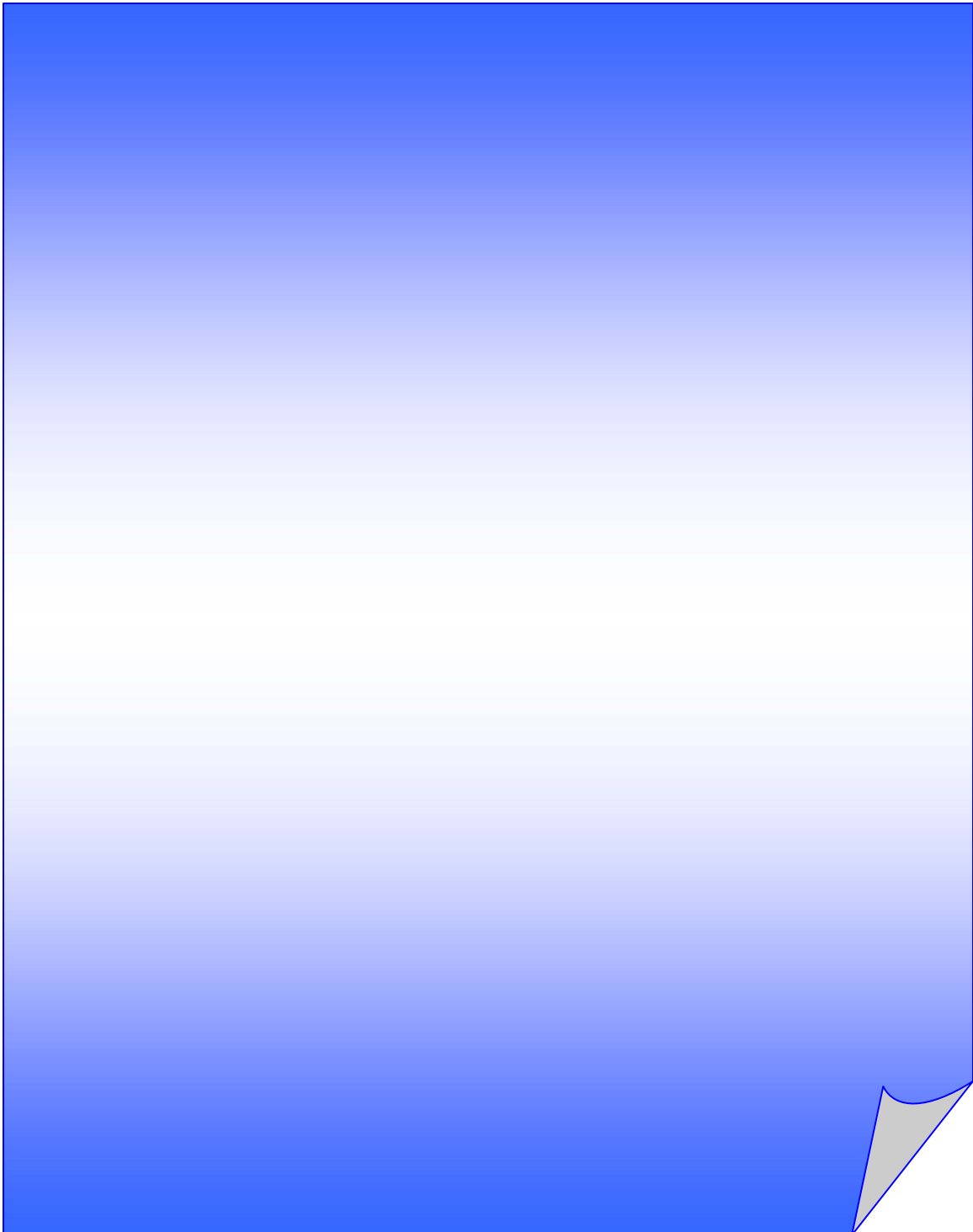
A one and a two and a...Perform. Enjoy it. Go with the flow. The skill should be second nature to you. If you are in a competition, ignore the competition.

Warm down. Take a deep cleansing breath. Measure your pulse at one minute intervals. Record how long it takes for your pulse to go under 100 beats per minute.

But before you get too warmed down, here is a question for you:

Question 20 – Using the skill that you identified at the beginning of this section, and using the skill cycle, how can you make it better?

Take some time and think about it. Write your answer in your electronic notebook or in the space provided below.

A large blue rectangular area with a white border, intended for writing an answer. The bottom right corner is folded over, revealing a grey triangular shape.

Module 5: Your Plan for Breakthrough Performance!

Remember my first question to you? “In what areas of your life today would you like to make a Breakthrough Performance?” This plan module is structured around your answer to that question.

The first question of the plan is from the **Logical** world: What questions need to be answered so that you will

make the Breakthrough Performance that you identified?



Question number two comes from the **Physical** world: What skills need to be honed so that you will make the Breakthrough Performance that you identified?

Question number three comes from the **Emotional** world: How can you creatively improve you spirit towards making this Breakthrough Performance? Reduce fear? Increase joy?

Question 21 – What questions need to be answered so that you will make the Breakthrough Performance that you identified in Question 1?

A large blue rectangular area with a folded corner at the bottom right, representing a workspace for an answer.

Question 22 – What skills need to be honed so that you will make the Breakthrough Performance that you identified in Question 1?

A large blue rectangular area with a folded corner at the bottom right, representing a workspace for an answer.

Question 23 – How can you creatively improve your spirit towards making the Breakthrough Performance that you identified in Question 1?

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Breakthrough Worksheets

I have included copies of my Weekly Planner format as well as my Monthly Summary to aid you in taking action on you plan to improve. Remember, a plan without action is useless. Action without a plan can hurt you.

The Weekly Planner will help you better balance Physical, Logical, and Emotional activities. You really want to balance them, but we all fall into patterns of activity that keep them out of balance. You should try to dedicate about a half an hour a day for each of the three activities. If you plan for them to happen, you have a better chance of making them happen. The rectangles on each axis are 15 minute increments of time. As you spend your time on each activity, shade in the rectangle for each 15 minutes that you complete. At the end of the week, compare the relative lengths of the shaded axes to measure your balance.

The Monthly Summary will help you see patterns in your performance over time. Most of us cannot rely upon memory to detect even major shifts in performance over time, much less the subtle ones. Each sheet has room for four weeks of performance data. You will easily see if trends up or down exist. You will be able to detect cycles or shifting plateaus if they exist. Many times it is the subtle changes that result in a Breakthrough Performance!

Weekly Planner

PHYSICAL

THE WEEK OF :

EMOTIONAL

To Do :

- _____
- _____
- _____
- _____
- _____
- _____

New Accomplishments :

PHYSICAL

EMOTIONAL

To Do :

- _____
- _____
- _____
- _____
- _____
- _____

New Accomplishments :

LOGICAL

EMOTIONAL

LOGICAL

To Do :

- _____
- _____

EMOTIONAL

To Do :

- _____
- _____

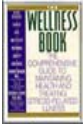
New Accomplishments :

Monthly Summary

UNITS OF MEASURE																													<input type="checkbox"/> E
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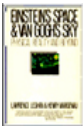
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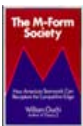
Einstein's Space and Van Gogh's Sky by Leshan and Margenau



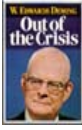
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Out of the Crisis by W. Edwards Deming



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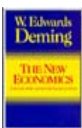
Beyond Negotiation by John Carlisle and Robert Parker



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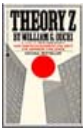
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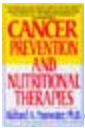
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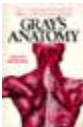
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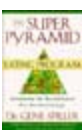
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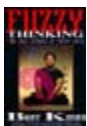
Statistical Method From the Viewpoint of Quality Control by Walter Shewhart



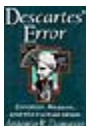
Fuzzy Logic by Daniel McNeill and Paul Freiberger



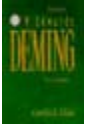
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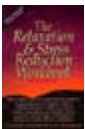
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