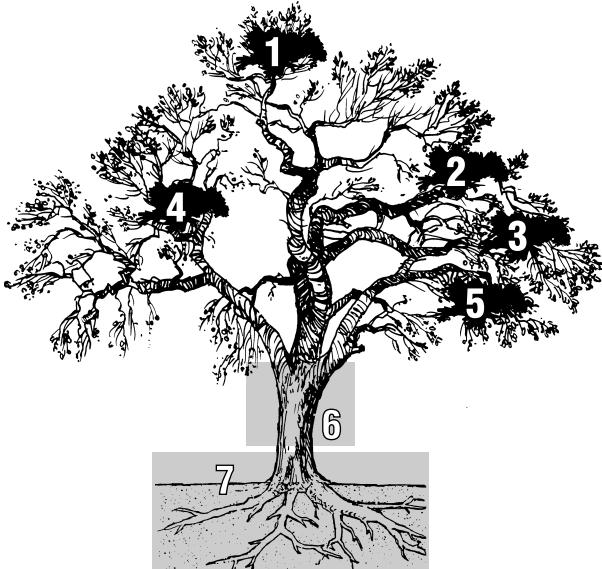


7 Basic Categories of the Global Work Force



Paralleling stages

in the

corporate strategy known as

THE BUSINESS TREE™

1. People who only do the things necessary to get by. Just a series of jobs...no more, no less.

2. People who are managed by others to meet quotas, schedules, procedures and statistics.
People who do and make things.

3. Administrative, managerial support. Keep the boat afloat. Push paper, systems, technology.
Process is the driving force.

4. System upholders. Don't rock the boat. Maintain the status quo. Resist change. Surround with like minds. Motivated by survival.

5. People who sell something. Most companies have revenue-sales as their primary objective and measurement. To them, everything else is really secondary.

6. People in transition. Forced by circumstances to change (career obsolescence, down-sizing, marketplace factors). Some voluntarily effected changes, to achieve balance or new direction in life. Some do better in newer environments. Others cannot weather changes (too tied to staid corporate orientations).

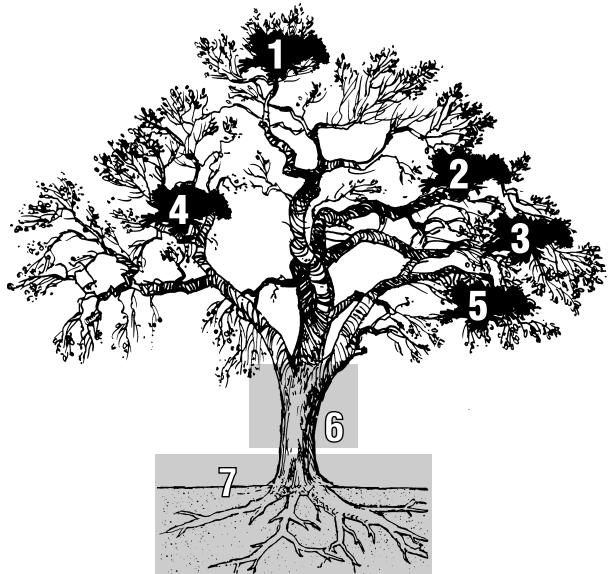
7. Idealists...out to do meaningful things. Deeply committed to accomplishing something special...beyond basic job requirements. Adapt to and benefit from change. Learn to take risks. Motivated by factors other than money.

Classifications of Jobs and Workers

By Hank Moore
Corporate Strategist™
Futurist, Vision Expeditor

1. Unskilled Labor
2. Basic Jobs
3. Apprentices
4. Semi-skilled Labor
5. Helpers
6. Servers
7. Entry-Level Worker
8. Base-Level Sellers (door-to-door, telephone, clerks and checkers, retail sales)
9. Support Staff
10. Journeyman laborer
11. Technician
12. Administrative
13. Entry-Level Professional
14. Mid-Level Worker
15. Mid-Level Sellers (consumer services, multi-level marketing, retailers, vendors)
16. Tradesman, Skill Provider
17. Craftsman, Arts and Humanities Provider
18. Science-Technology Provider
19. Mid-Manager
20. Mid-Level Professional
21. Career Worker
22. Professional Sellers (business-to-business, professional services, financial services)
23. Career Manager
24. Career Professional
25. Consultants (for every level to this point)
26. Senior Professional
27. Executive
28. Seasoned Professional
29. Beyond the Level of Professional
30. Knowledge Creator--Inspiring Force--Thinker--Wisdom Resource

7 Plateaus of Work Ethic

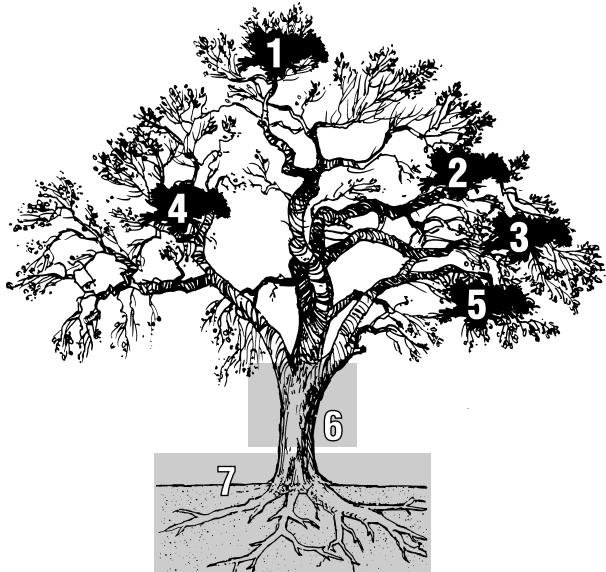


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- 1. Just Enough to Get By.** Getting paid is the objective. Don't know or have not learned anything further.
- 2. Taking Advantage of the System.** Coffee break mentality. Abuse sick day policies, health benefits, etc. "Never gonna be" syndrome.
- 3. Inside the Box.** Follow the rules but never consider formulating them. Subscribe to the philosophy: "There are no wise decisions...only activities carried out according to company procedures."
- 4. Don't Rock the Boat.** Interested in remaining gainfully employed. Look forward in the short-term to the next paid vacation, in the longterm toward retirement.
- 5. Professional Is As Professional Does.** Daily behaviors, achievements speak for themselves. Consistent in approaches. Never stop learning and growing.
- 6. Change Agent.** Either forced by circumstances to change (career obsolescence, down-sizing, marketplace factors) or thrive upon change. As time progresses, become a mentor and champion for change.
- 7. Deep Commitments to Body of Work, Professionalism, Ethics.** Don't know what a coffee break, sick day or vacation is. Give their lives, souls, expertise to careers...and the lifetime results show positively. Profound influence.

7 Tiers on the Corporate Ladder

Contexts for Service Providers, Consultants



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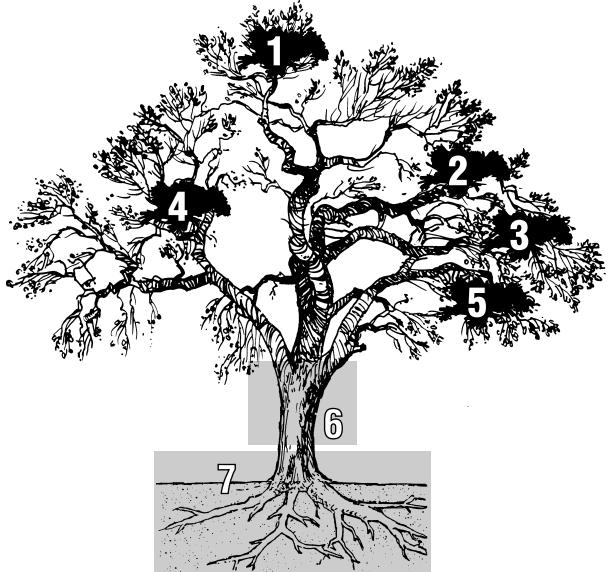
THE BUSINESS TREE™

Within every corporate and organizational structure, there is a staircase ladder. One enters the ladder at some level and is considered valuable for the category of services for which they have expertise. This ladder holds true for managers and employees within the organization, as well as outside consultants brought in.

Each rung on the ladder is important. At whatever level one enters the ladder, he/she is trained, measured for performance and fits into the organization's overall Big Picture. One rarely advances more than one rung on the ladder during the course of service to the organization in question.

- 1. Resource** --- Equipment, tools, materials, schedules.
- 2. Skills and Tasks** --- Duties, activities, tasks, behaviors, attitudes, contracting, project fulfillment.
- 3. Role and Job** --- Assignments, responsibilities, functions, relationships, follow-through, accountability.
- 4. Systems and Processes** --- Structure, hiring, control, work design, supervision, decisions.
- 5. Strategy** --- Planning, tactics, organizational development.
- 6. Culture and Mission** --- Values, customs, beliefs, goals, objectives, benchmarking.
- 7. Philosophy** --- Organizational purpose, vision, quality of life, ethics, longterm growth.

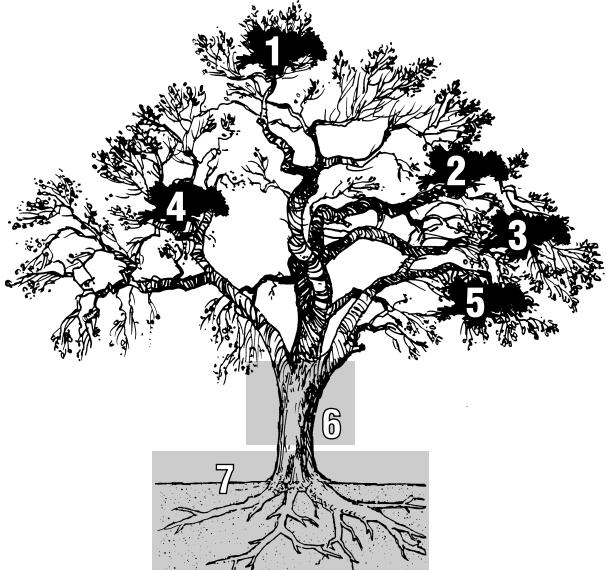
7 Truisms of a Healthy Business



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1. There is a difference between knowing a product-industry and growing a successful business. It is possible for a company and its managers to know much about certain arts and sciences without having the will to pursue them.
2. Organizations do not set out to go bad. They just don't "set out" (little or no planning). Thus, they go off course.
3. Much of the wisdom to succeed lies within. It must be recognized, fine-tuned and utilized. Much of the wisdom to succeed lies outside your company. It must be called upon, sooner rather than later.
4. People under-perform because they are not given sufficient direction, nurturing, standards of accountability, recognition and encouragement to out-distance themselves. Organizations start to crumble when their people quit on each other.
5. Unhealthy organizations will always "shoot the messenger" when change and improvements are introduced. Healthy organizations absorb all the knowledge and insight they can...embracing change, continuous quality improvement and planned growth.
6. Anybody can poke holes in an organization. The art-skill is to create programs and systems which do something constructive.
7. The level of achievement by a company is commensurate to the level and quality of its vision, goals and tactics. The higher its integrity and character, the higher its people must aspire.

7 Biggest Blindspots for Middle Managers

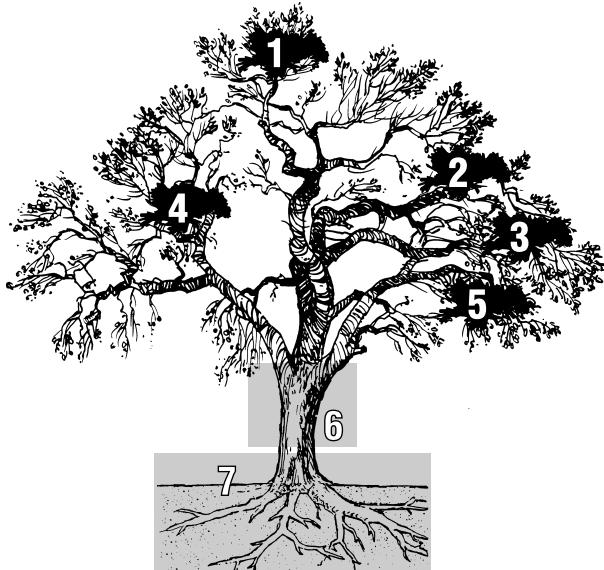


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- 1. Single-track professional development.** What they learned in college is what they should do for the balance of their careers.
- 2. Non-leadership development.** Expend only company resources...never out of own pocket. Volunteer on company time, when and where the company directs.
- 3. Beaucratic obsessions.** Process is everything. Developed to be a spear carrier, not a leader. Decline to contribute original ideas, for fear of criticism.
- 4. Non-communicative.** You don't know them as individuals, where they stand and what they believe. This is sad because many good ideas are going denied within them.
- 5. Too identified with the job.** Believe that staffing corporate tables at charity dinners, paid vacations and job perks constitute job fulfillment. When downsized, they go into "consulting" and are not suited because they know a portion of only one corporate culture.
- 6. Always a bride's maid syndrome.** Don't see themselves as top management. See their job as to filter truths, shade perceptions, flatter the boss and build internal fiefdoms.
- 7. Lost the dream...or didn't develop it.** Managers (like companies) must develop career track plans. Just getting by and "remaining gainfully employed" do not constitute a plan. If staying in a job means giving up dreams, then it is just a job, not a career.

7 Biggest Mistakes Made by Young People at the Beginning of Their Careers

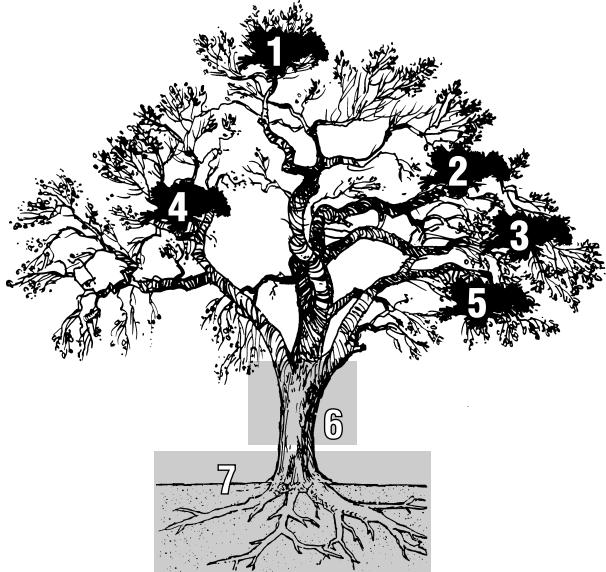


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- 1. Desires.** Want status that others have. Primary career motivation is money and the power it can bring. Want to be paid for everything they do. Don't learn how to be a joiner and, thus, cannot ascend as a leader.
- 2. Attitude.** Believe that riches and success are due them. Say they are trying hard when they're not. Use, abuse and knowingly waste time of others. Always have an excuse.
- 3. Work Ethic.** Want a job, not a career. Learn to cover tracks and justify excuses. Always looking somewhere else, without appreciating the opportunities at hand.
- 4. Education, Training, Professional Development.** Unwillingness to learn. Seeking to be a carbon copy of someone else. Failure to pursue professional development. Think their academic credentials make them superior to persons in other professions. Clueless as to what business ethics or quality management principles are all about.
- 5. People Skills.** Failure to develop people skills. Lack of upbringing and discipline sabotages their business life. Failure to show proper respect to elders. It's always someone else's fault. Inability to identify their own shortcomings or limitations for what they are.
- 6. Organizational Savvy.** Failure to pay sufficient dues. Assume they're a senior member of the profession when they never mastered being an effective junior, let alone mastering the middle career years. Failure to learn pro-active attitude, positive marketplace grammar, etiquette, business savvy or common courtesies.
- 7. Body of Work.** Won't go the distance or see career as a longterm set of challenges. Maintain the "I can do that" mentality...challenging seasoned professionals. Failure to understand either the Big Picture or the small pieces needed to implement it.

7 Levels of Authority Figure



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1. Self Appointed, Flash in the Pan. What they were doing five years ago has no relationship to what they're now marketing. They reap temporary rewards from momentary trends. They're here today, weren't an authority figure yesterday and likely won't be tomorrow. Yet, today, they're demanding your complete trust, respect and allegiance.

2. Temporary Caretakers of an Office. Public officials. Appointed agency heads in a government bureaucracy. Respect is shown to the temporary trust which they hold. They're not going to be there for the distance, but they expect unparalleled deference now.

3. Those Who We Think Control Our Destiny...for the Time Being. Caretakers of corporate bureaucracies, departmental supervisors, short-term clients, referral sources for business development and those who dangle carrots under people's noses.

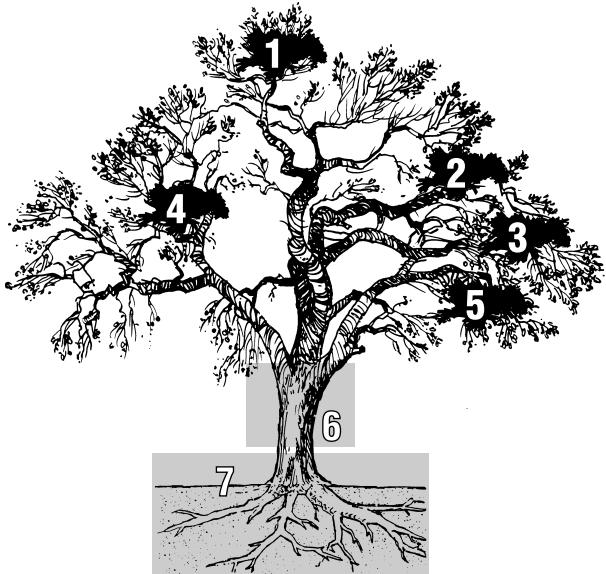
4. Those Who Remain Through the Peter Principle. Supervisors and public servants who made fiefdoms by outlasting up-and-comers. Longevity is due to keeping their heads down and noses clean, rather than excelling via special talents-achievements. Still living on past laurels.

5. Those Who Really Empower People. These are a rare breed...the backbone of well-run organizations. Some do what they do very well in poorly-run organizations. They may not be department heads, but they set exemplary standards and inspire others toward positive accomplishments. Category 2, 3 and 4 authority figures either resent them and try to claim credit for what they do...or are smart enough to place them in effective, visible roles. Some advance into management and encounter similar situations there too.

6. Have Truly Earned Their Position-Respect. Also a rare breed. Those who excelled at every assignment given and each stage of their career. Never were too busy to set good examples, share ideas with others and help build the teams on which they played.

7. Never Stop Paying Dues, Learning, Sharing Knowledge. The rarest breed of all. Distance runners who created knowledge, rather than conveyed that of other people. Though they could coast on past laurels, for them, the best is yet to come.

7 Levels of Values



Paralleling stages
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1. No Values. Either too young to know better or do not choose to develop further value systems. This is the crossroads...those who advance further will experience success in life.

2. Values Held by Those with Whom We Interface. When we do business with them, we observe their values (which isn't entirely bad...one of the tenets of total quality management). Includes values of people temporarily in positions of authority, caretakers of our activities (such as public officials), and those with whom we must presently associate for business reasons. We may not agree with their values but understand how to work within them.

3. Basic Teachings. Things we learned -- or think we have assimilated -- from parents, teachers, friends and community resources. Periodically, this needs to be re-examined, updated and reapplied to current life circumstances.

4. Learning by Example, Trial and Error, Life Skills.

5. Community Standards, Etiquette, Common Decency. When in Rome, we behave as the Romans do. Etiquette is sophisticated and must be mastered over time. If it's not the right thing to do, then a person has some real ethical considerations. By this stage, one is committed only to doing the right thing, doing it with class and inspiring others by example.

6. Values Learned by Living, Learning, Earning. Take nothing for granted. Change is inevitable and brings opportunities for those who are adaptable, creative and innovative.

7. Deeper Lessons from Mentorship, Risk Taking and a Balanced Life. Career and life Bodies of Work sprout from many roots. Must be viewed as a whole, the sum of the parts and the lessons learned to make each branch-limb-twigs-leaf remain healthy.

7 Levels of Longevity

...How Companies Develop Staying Power



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1. Stuck around by default. Some companies are One Hit Wonders. They have limited utility and don't have what it takes to go the distance. They live short lives because that's all they've got in them. Some One Hit Wonders stay around a little longer than they should have...not because they are doing right things but because they have just stuck around.

2. Needed for Particular Niche. They don't try to be all things to all people. They have a specialized market.

3. Show Promise to Develop into a Longevity Company. Made an effort to justify their niche...not just to fill it by default. Take pride in being the best in their area of expertise. Do business with other quality-oriented companies.

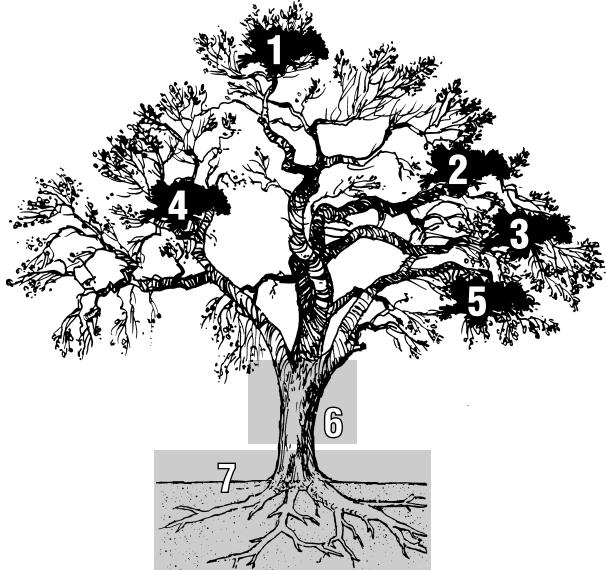
4. Time Tested Products, Processes. They are good and plan to get better.

5. Willing to Do Things Necessary for Growth. Products and processes only represent one-third of a company's picture. Growth companies take risks and address the other two-thirds (categories 4-7 on **The Business Tree**) on a regular, systematic basis.

6. Earned Respect to Continue in Business. Dare to innovate. Commitment to Continuous Quality Improvement. Also look outward, rather than focusing all resources internally. View their products, processes and people as a wholistic organization.

7. Contributions Beyond the Bottom Line. Understand other reasons for being in business than just the dollars. Make healthy profits, while creating the best products, being a learning organization, setting-upholding standards and continuing to justify leadership position.

7 Stages of Change Management



Paralleling stages
in the
corporate strategy known as

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1. Might. This step is detailed in my monograph, "7 Stages in People's Willingness to Learn-Commit to New Perspectives": (1) Cluelessness-Apathy. (2) Basic Awareness. (3) Might Consider. (4) Taking in Information. (5) Beginning to Form Opinions. (6) Thinking and Analyzing. (7) Behavioral Change and Commitment.

2. Have To. Circumstances have forced change, including marketplace influences, litigation, mergers-acquisitions, regulations, new competition or other factors. This step is detailed in my monograph, "7 Costs of Curing Corporate Problems": (1) Cleaning Up Mistakes. (2) Make-Good for Bad Work. (3) Make-Good for Bad Executive Decisions. (4) Reworked Processes-Systems. (5) Crisis Management. (6) Recovering Damaged Reputation. (7) Starting Over...Changing Directions.

3. Ought To. Initial research and planning indicates forces and factors will necessitate changes in direction. Heed early warning signs to avoid costly damage control later.

4. Want To. Recognize **The High Cost of Doing Nothing™**...that it costs six times more to clean up damage than to take pro-active steps on the front end. Seek to remediate trouble sooner, rather than later. Process of crisis preparedness prevents trouble 85% of the time.

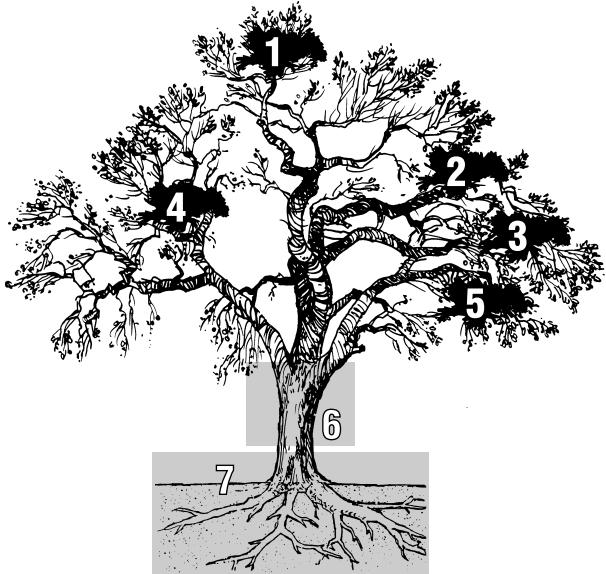
5. Will. Can be anticipated through Strategic Planning and Visioning. This step is detailed in my monograph, "7 Levels of Change": (1) Natural Flow of Events. (2.) Changes Already Made and Realized. (3) Mandated by Others in Control. (4) Necessitated by Circumstances Outside Your Control. (5) Your Choices, Voluntary and Necessary. (6) Profound Commitment to Change. (7) Reaping the Benefits of a Continually Changing Life.

6. Did. Successfully changed old paradigms. Behavioral modification ensued. Has effect upon overall company operations, with indicators for future growth.

7. Continue To. Success becomes easier to replicate, and people find comfort levels with change. Organization develops, communicates and gets buy-in for an ongoing commitment to change and steady corporate growth. Willing-eager to share insights and wisdom with others.

7 Costs of Flash and Sizzle

...How you pay for smoke and mirrors.



Paralleling stages
in the
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1. Hype Doesn't Last. Gimmicks depend upon constantly changing audiences. They get your money and move on. Society unfortunately gravitates toward the "latest crazes," learns their lessons and moves on. Hypesters keep on selling false promises and unrealistic dreams until they are stopped cold.

2. Always Being Upstaged by Someone Else. The "number one at the box office" mentality is self-obsoleting. Week after next, someone else will be at their plateau. If the only value of a company or concept is this week's rating, then it does not merit your longterm trust, support and business.

3. Public's Tastes are Fickle. The streets are strewn with the bodies of "one hit wonders." Flash-and-sizzle concepts dare the public to knock them off temporary pedestals. The public tires of newness and, deep down inside, prefers organizations with consistency and solidarity.

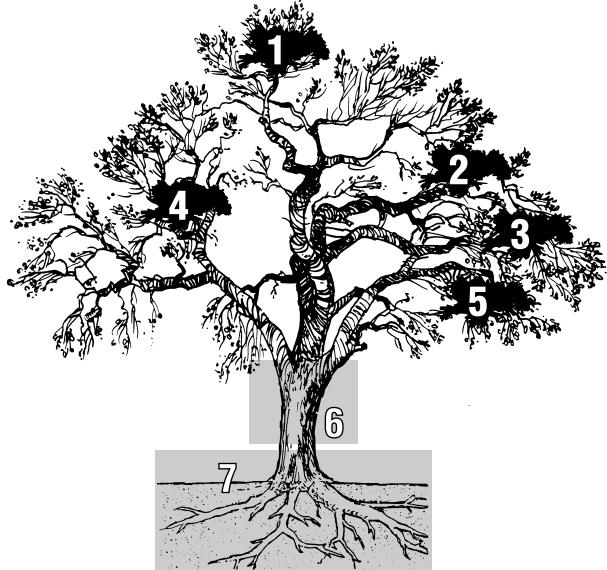
4. Artificial Measures Aren't Reliable. Sales statistics can be manipulated. Box office sensations do not always make projected profits...thus, their reason for creation failed. Creative accounting and spin-doctoring are justifications, not strategic business concepts.

5. Deceptions Catch Up with Everybody. Truths are not always heard when first voiced. The public knows that much of what they're sold is "too good to be true." Only when it becomes their decision to seek and sustain the truth does it matter to them. Truths always emerge.

6. At Some Point, We Become Accountable. Gimmicks run their course. Hard work and determination are the constant routes to success. As people see past the flash and sizzle, they move forward, and that's when they do their best work.

7. High Costs Cause Changes in Business. Overcharges, waste, neglect, hucksterism and mis-representation ultimately cost you and me. The high costs are tallied and, much to our chagrin, are passed along to customers...only until such time as customers stand their ground and refute these costs back to the vendors with whom they do business.

7 Priorities, Strategies for New Public Companies

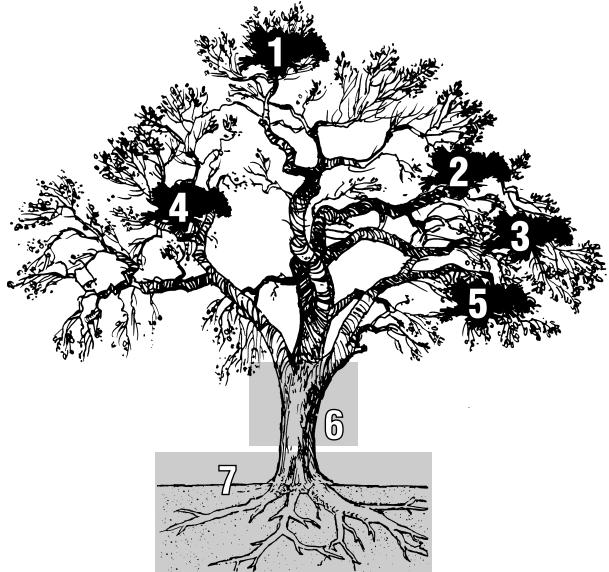


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- 1. Evolve from entrepreneurial mindset to corporate culture.** Necessitates evolving to a different kind of company...on a higher plateau. The investment community requires that valuable traded companies have Strategic Plans, cohesive training programs, management development and more.
- 2. Establish share holder value.** Stock value is based upon perceptions, realities, transactions, image and other sophisticated factors. Book value is not established by accident and continually needs nourishing.
- 3. Evaluate and fine-tune all non-financial aspects of the company.** Profit motive is not the only measure of a successful company. Get beyond the bean counter mentality and think more globally. Consultants from outside the financial realm must advise public companies.
- 4. Management and leadership activities.** Most executives are not fully groomed. From core business competencies, they are simply thrown into the pool and expected to swim. They tend to micro-manage and retain limited focus. Resources must be put toward developing the company's most valuable asset: its people.
- 5. Corporate communications.** Investor relations, public relations, community relations, government relations, stakeholder relations and more must be weaved into a cohesive program, with qualified outside-the-company advisors. The Annual Report is symbolic of the company's growth and must be produced in tandem with the Strategic Plan.
- 6. Create and sustain corporate vision.** It's not the whims of a few people. It's not an image campaign. It's something that is developed, fine-tuned, communicated and supported throughout the organization. It never stands still and reflects pro-active changes.
- 7. Achieve share holder longevity, continuing value.** Construct, provide and continue offering value-added. That is measured by addressing each of the previous six major areas on an ongoing, systematic basis.

7 Levels of Advice Given



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1. Answers to Questions. There are 7 levels of answers which may be given, depending upon how extensive one wants: Easy and Obvious Ones, Knee-Jerk Reactions, Politically Correct, What People Want to Hear, Factual and Complete Explanations, Answers That Get Them Thinking Further and Deep Wisdom.

2. Observations on Situations. These take the forms of "When this happened to me, I did X," or "If this occurred with me, I would Y." It's often good to see things through someone else's perspective.

3. Subjective Viewpoint. Friends want what is best for you. This level of advice is usually pro-active and is influenced by the advisor's experiences with comparable situations.

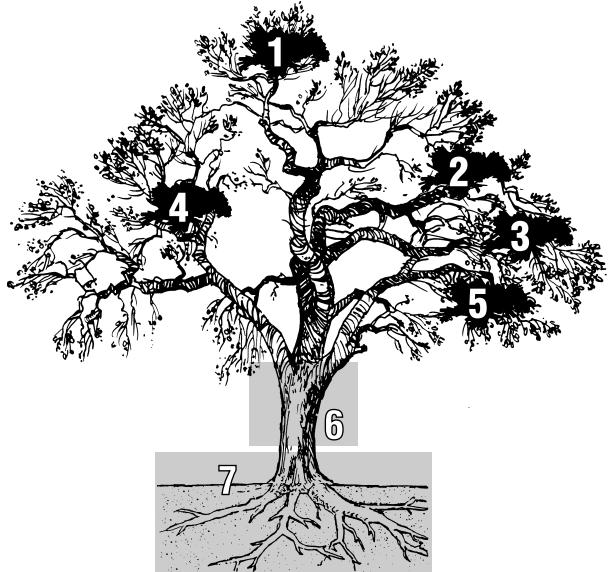
4. Informed Opinion. Experts have core-business backgrounds upon which to draw. Advisors bring facts, analysis and methodologies of applying their solutions to your case. Niche consultants provide quality viewpoints...as it relates to their talents and skills. Carefully consider the sources.

5. Researched Options. Investments in research (formal, informal, attitudinal, demographic, sociological) will avert unnecessary band-aid surgery expenses later. Research leads to planning, which is the best way to accomplish tasks and benchmark success.

6. Discussion of Outcomes-Consequences. Most actions and decisions in an organization affect many others. At this level, advisors recommend that sufficient planning be conducted...please take their advice. The more strategic and Big Picture in scope, then planning reaps longterm rewards.

7. Inspiring Directions. This gets into Visioning. Planning and going to new heights are stimulating. The mannerisms and substance by which any organization achieves its Vision requires sophisticated advice, deep insights and creative ideas.

7 Types of Crises



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1. Those Resulting from Doing Nothing. The biggest problem with business, in a one-sentence capsule, is: People exhibit misplaced priorities and impatience...seeking profit and power, possessing unrealistic views of life, and not fully willing to do the things necessary to sustain orderly growth and longterm success.

2. Doing Things As We Always Have. This leads to inflexible work conditions, obsolete policies-procedures, procrastination, resistance to innovation and failure to change.

3. Those We Bring Upon Ourselves. Having insufficient management skills or resources to do something well. Ignoring small problems as they occur. Won't listen to advice.

4. Circumstances Beyond Our Control. Miscalculations, disasters, shifting resources, changing marketplaces, regulations and bureaucracies all serve to trigger crises.

5. Bad Work, Make-Good Actions. Damage control for what someone else did wrong, sub-standard, behind schedule, in poor taste, without regard for quality or ill-prepared.

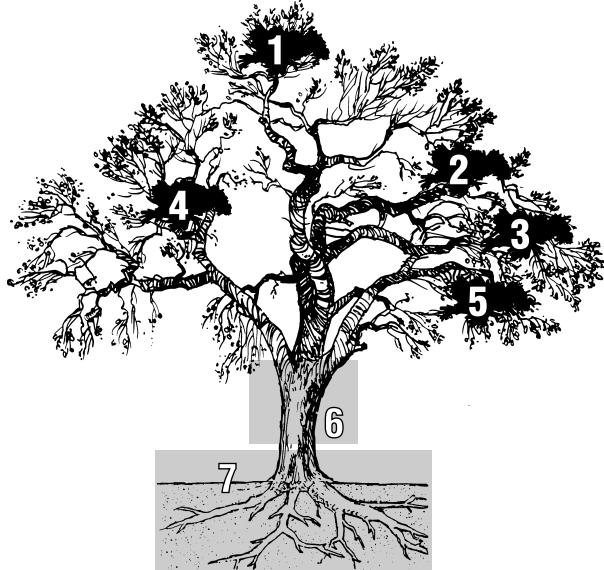
6. Averted Crises. 85% of the time, planning and forethought will prevent trouble. So, why don't organizations and individuals remediate problems sooner rather than later?

7. Intervention. Getting past the current crisis does no good unless one takes steps to prevent it from recurring. Planning is necessary to reduce current and future high crisis costs.

What Causes Crises:

1. Refusal to take action.
2. Letting problems fester until they become epidemic diseases.
3. Lack of accountability.
4. Waiting until it is too late to avert a crisis.
5. Taking correctional measures after too much damage has been done.
6. Waiting too late to make good for damage. Saying one is sorry is not enough.
7. Living life for the moment, without comprehending the implications and repercussions.

7 Levels of Planning Utilized by Organizations



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- 1. Information Gathering Process.** Snapshot of the realities of situations, as well as facts and figures. Understand the organization's truths.
- 2. Studying How the Organization Operates.** Conduct performance reviews of successful activities, while also looking for efficiencies.
- 3. Enhance Efficiencies, Economies, Profitability.** Shareholder value.
- 4. Process For and About Teams.** Empowering and involving the organization's most valuable resource, its people.
- 5. Adapting to Changing Marketplaces, Relationships.** Connect beliefs with expertise. Actions are taken with measurements of success and accountability to stakeholders.
- 6. Strategic Planning.** Study the organization's core values. Has commitment and ownership. Able to change and adapt.
- 7. Futurism, Vision and Change Focused.** Everything is done based upon beliefs and systems of thought. Committed to and thriving upon change