




guide™

Great is the outcome of purposeful,
inclusive and creative choices.



Written and Designed by Blank Page

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“High achievement always takes
place in the framework of high expectation.”

Charles Kettering

The Journey

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Introduction

A purpose-driven and people-focused culture is fundamental to an organization's ability to be relevant in the fast-paced world in which we live.

Culture lives at all levels of an organization and in all aspects of how work gets done. A people-focused culture uses data for insight, trusts its people to determine what is important, and measures success along the way to determine what should be prioritized. It is a holistic experience that requires purposeful leadership and commitment to brand values in order to foster authentic customer connections, empower action, and above all, drive engagement from everyone.

Why is this important?

Organizations that we all want to be part of start with a fundamental belief that people are at the center of why they exist, what they do and how they do it. As business environments become increasingly interconnected and cross-cultural we all need to find ways to inspire, engage, connect, motivate and empower people in creative ways. Fostering collaboration in these complex environments is no small call to action. It requires commitment.

Creating the conditions for everyone to deliver great every day starts with honing our ability to show up with the right attitude, continuously being aware, and operating with a high level of acumen.

Our Attitude Matters

Our attitude (or mindset) is influenced by our beliefs and values and is the core of why we do things. There are many possible attitudes, but curiosity, courage, and commitment specifically allow us to apply the right skills and behaviors at the right time to get the results we seek.

Build Awareness

Awareness builds trust and respect throughout the organization and requires us to be aware of internal and external dynamics, our own beliefs and passions, and the needs and motivations of our people. We accomplish awareness when we create the space to learn by using facilitative inquiry, reflective listening, and transparency in our intentions.

Invest in Acumen

Acumen is the ability to create line of sight from the task at hand to the mission, vision and priorities of the organization. To do this well we must make this connection personal, relevant, and actionable. However, acumen also means a commitment to thoughtful analysis, clear and transparent logic, and close attention to key dependencies for effective execution. When we invest in a healthy acumen we can make sense out of complexity, respect the implications of decisions, and know how to pivot with purpose in the face of change.

Admittedly, that's a lot to handle, which is why we asked ourselves how we could approach this is a more accessible way.

We created Guide, designed to be a dynamic set of principles, so that you can make great possible on a consistent basis.

The Challenge

Facing an overwhelming level of complexity across seemingly endless situations, Blank Page began to search for a system that helped to hold these commitments in a relatable, dynamic, and actionable way. What we found was a lot of great situational content and many popular frameworks. This made it difficult to create scalable and repeatable habits of greatness.

So, we set out to design an elegant approach of our own. Guide is the result. What's the purpose? ***To ensure everything we do is done by design, not by accident.***

The Result

A proven and purpose-driven approach that simplifies and effectively utilizes the enormous amount of data underpinning almost every aspect of work while also putting people at the center of everything you do.

Why dynamic?

Dynamic

The world around us is complex and ever-changing. The value we wish to create must be built for purpose and able to match up. Guide's principles can be adapted to any situation to create a cohesive narrative that inspires, engages, and empowers.

Our Approach

A purpose-first and people-always approach to work is a proven business advantage. However, the truth is that people are the most complex systems in the world and a story of enduring excellence requires us to combine mindsets, behaviors, competencies, tactics and individual style together. A dynamic and strong approach takes all these components and creates the conditions for them to work together to deliver well-designed outcomes with intended impact.

The bottom line, we believe experiences should be meaningful, dynamic, and provide a balanced sense of *why, what, and how* every time. The Guide principles enables clarity, consistency and a common language that accelerates cultural norms and quality experiences for everyone involved.

The Approach

Let's take a look at the mindsets and behaviors leaders must adopt as well as the desired outcomes and impact leaders will achieve when done well.

Mind · set (noun)

The word mindset is defined as an intention or inclination. When you are intentional you create the conditions for consistently exhibiting the behaviors you strive for as a leader.

Be · hav · ior (noun)

Behaviors are observable actions and are choices you make. Behaviors are in fact influenced by mindsets. But, behaviors ultimately drive the outcome and impact you desire.

Out · come (noun)

Outcomes shouldn't be confused with outputs. Outputs are simply what is produced by a set of actions. Outcomes are the end result that can be measured. Your focus should be on desired outcomes and making sure inputs are in service to those.

Im · pact (noun; verb)

While outcomes are specific and measurable results, impact is the long-term and intangible effect of those outcomes. As leaders we are responsible for ensuring our intentions match how we are actually experienced.



GOAL CLARITY

When you begin with curiosity and put purpose first, you can get really clear on what is important and *why*.

Inspiring leaders are focused and create visible clarity about what is important and why it is. They set an intention before every interaction and hold themselves accountable for ensuring the impact of the interaction is aligned to that intention.

Purpose

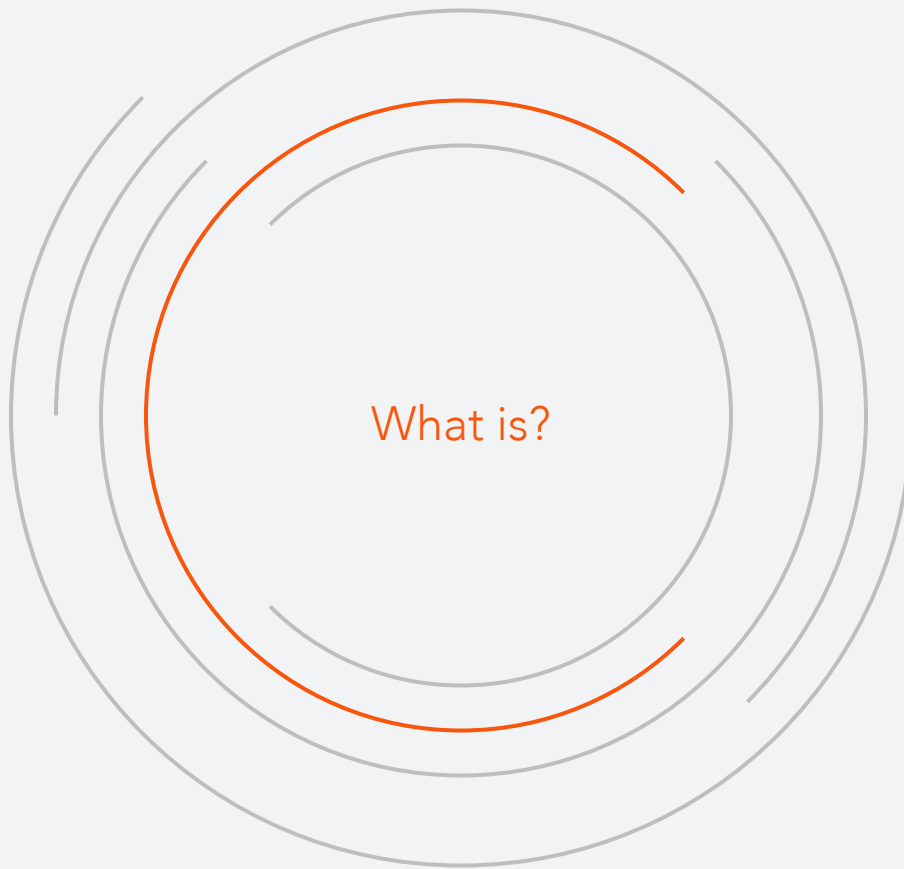
A vision is a clear idea of where you're going. However, goal clarity provides a sense of purpose and an understanding of why you're going there. To get to goal clarity you must be real with what you want to accomplish. Why is it important? Why now? The answers to these questions frame the space and allow you to keep the end in mind.

Payoff

When your goal is concise, clear and real, you have a better chance of accomplishing what you set out to do. Goal clarity also ensures you are invested in what you are working on and transparent in your intent. It allows you to be open to new ideas and approaches, execute objectively, purposefully evolve your goal, and inspire others to engage in your efforts.

Process

Goal clarity starts with curiosity. Ask yourself, *why you are doing this, why it matters* and *why now*? You should be able to concisely express your goal in one or two sentences. If you are unsure that your goal is crisp and clear, get some feedback. Test for clarity in the beginning and re-evaluate frequently.



UNLOCKED COMMITMENT

Exercising compassion and operating with a people-always mindset creates capacity to understand *what is*.

Engaging leaders genuinely care about people. They create a connection with everyone they interact with by being fully present, listening to learn, and adapting appropriately to each situation. They unlock commitment across key stakeholders who need to not only believe in the work but actively engage to make success a reality.

Purpose

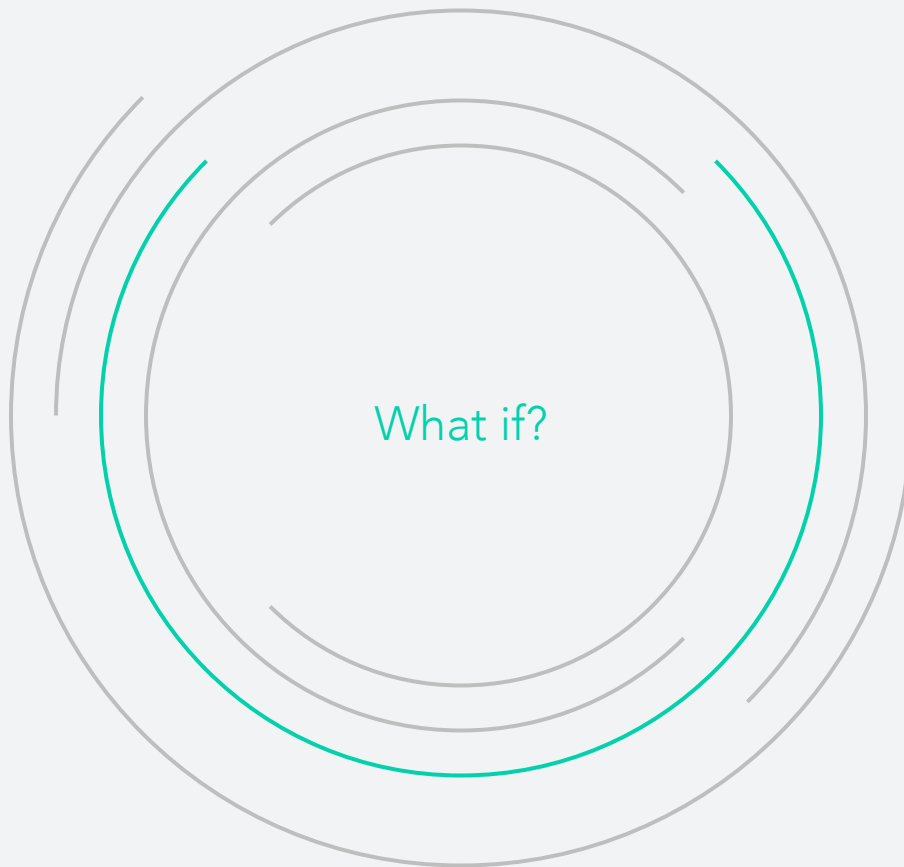
Understanding *what is*—the realities, context, and environment for your goal—is critical to engaging the hearts and minds of those you need to help you execute the goal, even if it is just yourself. Investing in discovering what's important and *why* for your stakeholders allows you to connect in a personal, meaningful and relevant way.

Payoff

By investing in understanding the strengths, challenges, opportunities, priorities and energy of others, you will create a shared sense of purpose. This allows you to build trust in your relationships, improve the quality and speed of strategic and tactical outcomes, and remove complexity from your work.

Process

Unlocking commitment starts with compassion. Put your *why* (the goal) up on the wall and identify all your possible audiences, what matters to them, and why it matters. After the landscape of your audience is laid out, come up with meaningful ways to engage them.



IMPACTFUL IDEAS

Bold creativity allows you to effectively explore *what if*.

Empowering leaders create the conditions for impactful ideas to emerge, be prioritized, and be connected to what matters most to the people and work involved. They regularly think beyond day-to-day realities to consider *what if*; they create a clear connection for others between where we are and where we want to be; and, they challenge assumptions constructively to create the space for new ideas to be developed into impactful solutions.

Purpose

Asking *what if* harnesses passion and energy to find the best ideas to deliver on your goal. Creating connection to those ideas requires you to create the space for collaboration and to uncover points of intersection that have impact and value for everyone involved.

Payoff

When you invest in collaboration and creating relevant connections between the ideas, people and the goal, you establish shared ownership for the outcome, open new and fascinating possibilities and choose ideas that have sustainable and desirable impact and value.

Process

Impactful ideas begin by unleashing creativity. How do you leverage the collective brilliance of a relationship, a team or an organization? You go broad by getting all the possible ideas captured. Visualize each one for the possibilities it offers to achieve the goal. Set your criteria for deciding and prioritize them. Finally narrow down to the best idea(s) and validate.



DECISIVE ACTION

The courage to have and create a bias for action helps you get to **yes**.

Creating a narrative that people want to say yes to requires you to think through the **what** and **so what** while presenting a clear **now what** that not only motivates action, but empowers it. Consistent delivery of promised results builds your credibility as a leader who can be trusted to execute effectively.

Purpose

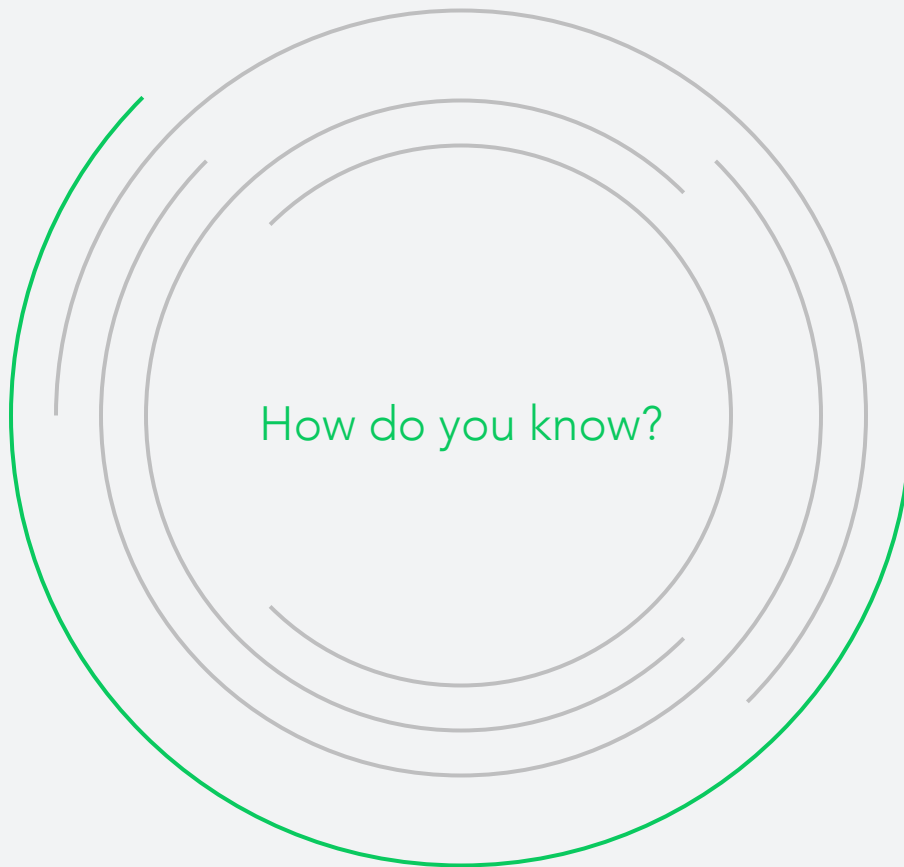
Defining a call to action is non-negotiable if you are going to effectively answer the question: “Will they say yes?” When it comes to taking action, hope is not a strategy, and luck is not a tactic. Designing a plan that brings your goal to life takes attention to detail and is key to motivating people to implement the ideas that will deliver on the goal.

Payoff

Your success depends on how you develop your plan for action. When the ask is focused, actionable, and aligned, desired results will be attainable when and how you need them. When the details are defined, there is less friction in the journey and you tap into the discretionary effort from everyone involved.

Process

A bias for action requires courage. The courage to secure the commitment from those involved and hold everyone—including yourself—accountable for the results. To do this you must: anticipate obstacles, establish meaningful milestones, ask for resources, identify channels of communication, make decisions, uncover dependencies, and be agile.



EXECUTION EXCELLENCE

Your commitment to owning the outcome allows you to deliver experiences that *wow* and opportunities to *learn*.

Own it! Making great possible every day doesn't just happen, you have to want it, work for it and strive every day to live it. It is the commitment to seek feedback continuously to ensure that the impact you are having matches your intent. Building commitment and holding everyone, including yourself, accountable for the outcome requires defining success and how you will measure it to ensure it aligns to the goal all along the way.

Purpose

Execution excellence is all about empowerment through visibility and transparency to how you are doing.

Payoff

You are more likely to get results that accelerate business objectives and reinforce your culture. However, even when you don't get anticipated outcomes, you can still learn from the results, continuously improve, and keep your promise to do the best work of your life.

Process

Owning the outcome requires you to define the signals and metrics that will tell you, early and often, how you are doing. Establishing operating mechanisms will make the data visible, transparent and usable for decision making throughout execution and enable open and honest communication.

“Coming together is the beginning. Keeping together is progress. Working together is success.”

Henry Ford

Guide enables you to architect trusted relationships, relevant outcomes and sustainable excellence every day. It takes consistent practice to make Guide a habit and seamlessly embedded in everything you do.

Inputs for Success

While Guide can be used in a variety of ways, it should always remain true to its purpose of being an approach that is personal, relevant, and actionable.

So, before you jump into Guide, take a few minutes and familiarize yourself with some of the core practices of both Guide and leadership. Attention to these details will allow you to optimize your use of the Guide principles.

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Bringing Guide to Life

Key practices that operationalize and unleash the power of Guide.

Prac · tice (noun; verb)

Practices are the choices and methods we consistently and consciously use to create the conditions that allow us to achieve the outcomes and impact of Guide.

Being Present

Facilitative Inquiry

Reflective Listening

White Space

Storytelling

Compassion

01

Being Present

Presence is about making the choice to be in the moment with people and fully engaging with issues, ideas, concerns and feedback. When you are present you can sift through the noise and get to the heart of an issue, conflict or opportunity. This allows you to make smarter and faster decisions while communicating with personal and relevant impact.

Facilitative Inquiry

Facilitative inquiry is a powerful skill for sparking the imagination and passion in others—fully committing them to their role and contribution in the experience. How you create the conditions for a constructive interaction is critical to a successful outcome. Facilitative inquiry keeps people at the center of the interaction, allows them to make their thinking transparent and engages them in co-creation of the final outcome.

02

Reflective Listening

Listening is not a passive activity. It is the most active thing you do as a leader. Reflective listening balances the subtle behaviors of emotional intelligence, your attitude, and expertise to create a productive bias for action with others. It requires you to be truly present and open to possibility. A commitment to listening to learn multiplies your trust quotient, builds stronger relationships, accelerates results, and generates a people-focused culture.

03

04

White Space

White space is a metaphor about opportunity. Effective leaders use their white space to connect with their creativity, to innovate in the spaces they are passionate about, and to think about things differently. White space also allows you time to reflect by slowing down and being thoughtful about the questions, ideas, and solutions you are already aware of. This moves you beyond the expected and creates space to connect with others.

Storytelling

People capture information via stories, not by staring at data and charts. The best ideas, proposals and projects in the world will not live on unless the audience is engaged and inspired. Crafting an understandable and empowering narrative creates space for *what if* and persuasively invites your audience to become an active part of the story.

05

06

Compassion

Good leaders establish commitment to a shared purpose and they typically deliver results. Great leaders recognize and celebrate people as the key to delivering exceptional results. Compassion is a true desire to actively set the conditions for everyone to do the best work of their lives and is fundamental for building trust and confidence.

This is just the beginning.

Guide can be applied and used in many different and ever-expanding ways.



“The chains of habit are too weak to be felt
until they are too strong to be broken.”

Samuel Johnson

We have consistently seen that the convergence of creative intelligence (CQ), IQ, and EQ allows us to change the way we work. Creativity allows people to question the world around them, improving how they execute on strategies, realize vision, and over time, shift the culture. This means that the best organizations lead with purpose and put people at the center of what they do, how they do it, and why they do it.