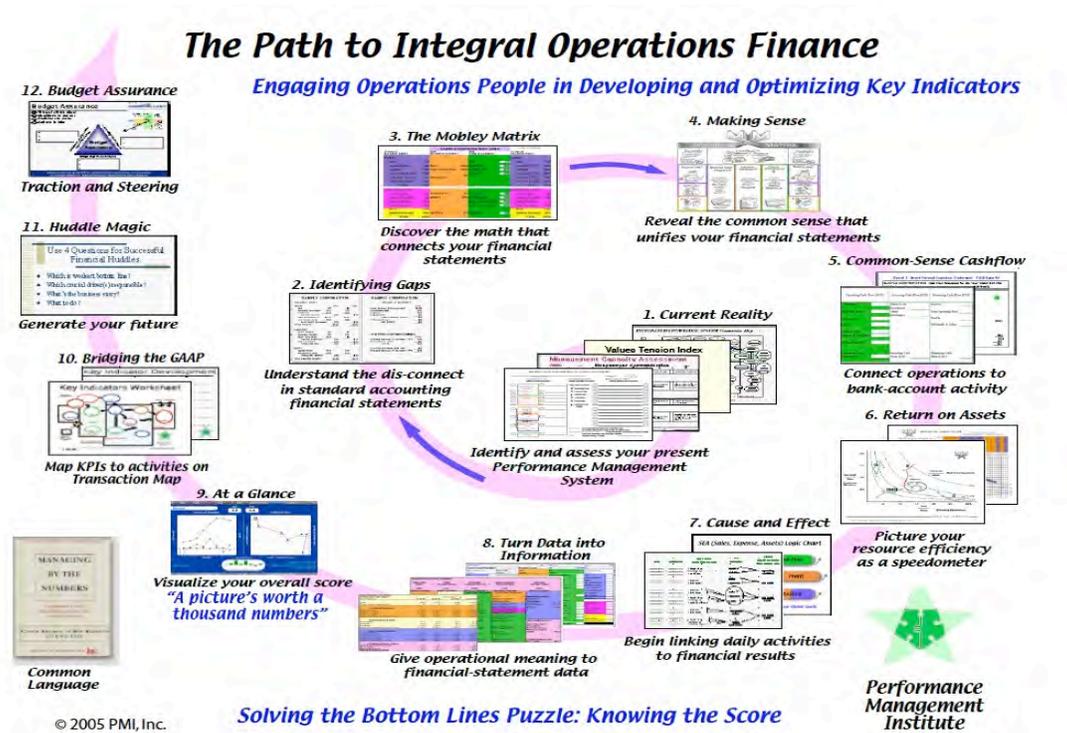


The 2010 Buckminster Fuller Challenge Submission

Catalyzing High-Acumen, Comprehensive Anticipatory Design Science Cultures

“We can’t change people; people change when their environment changes” - RBF

1. Proposal: Toolkit for a Catalyzing Design Science Leadership Cultures (DSLCL). Create 12 great success stories about visualizing generative feedback loops in organizations, anchoring DSLCL w/ continuous snapshots of collective facts-in-common. Develop multi-media implementation ‘cookbooks’ for both companies and non-profits. When people co-create their work environment, constructive change becomes normal.
2. Critical Issues Needing Solution: Organizations do not apply *all* their available wisdom. Measurement immaturity and primate-band power games undermine transfer of leader’s tacit, knowledge/’*Deep Smarts*’. Leader’s natural genius & wisdom doesn’t replicate in other people or teams. Despite a multiplicity of solutions to all human & ecological issues, but organizations cannot successfully execute

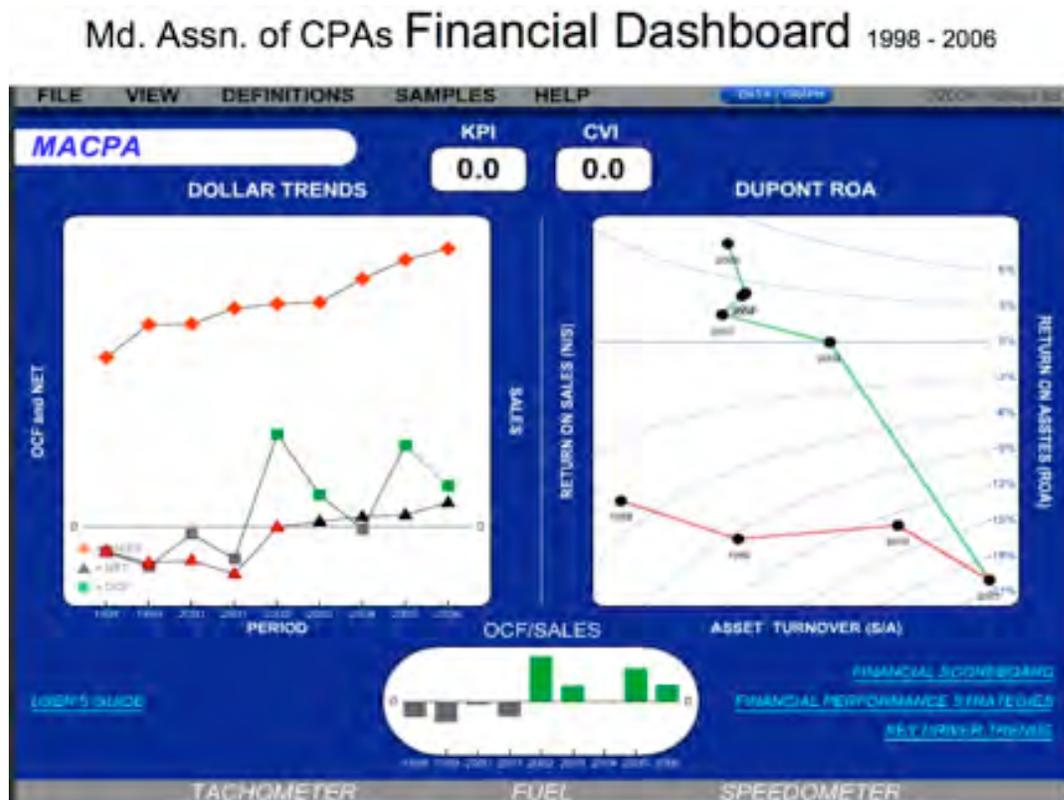


Title: 12 Steps to a Design Science Environment shows how organizations addicted to fragmentation, siloing and unhealthy competition can transform

Attribution: <http://www.macpa.org/Content/23037.aspx>, GAAP-compliant details of the group learning sequence Caption: Allows people from all disciplines, learning styles and positions to think and deliberate as a whole.

3. The Initiative: Develop a comprehensive digital toolkit showing how to create high-acumen DSLC with whole system transparency, trouncing command & control in organizations hands-down. Toolkit elements:

www.financialdashboard.com – at-a-glance system financial transparency.



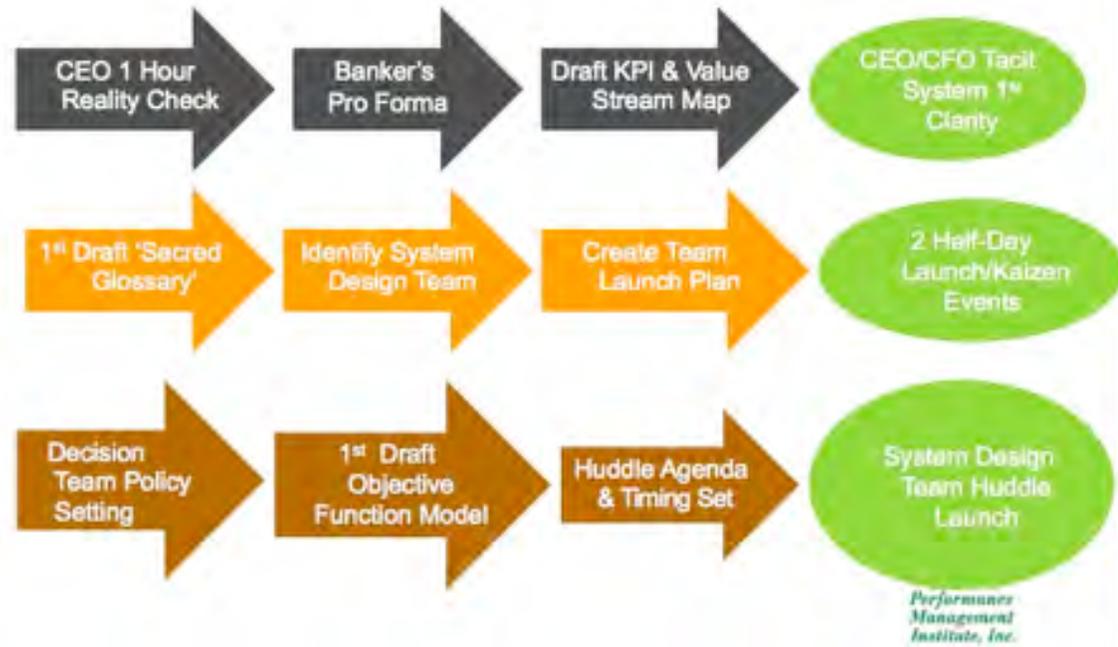
Title: Maryland Assn. of CPAs Financial Dashboard, 1998 - 2006, with the data in a continuum of past, present and future up to 22 periods

Attribution: At-a-glance economic status report for any organization with financial statements - speedometer, tachometer, fuel gauge

Caption: So every stakeholder can link their actions and decisions to their economic 'big picture', then confidently discuss it

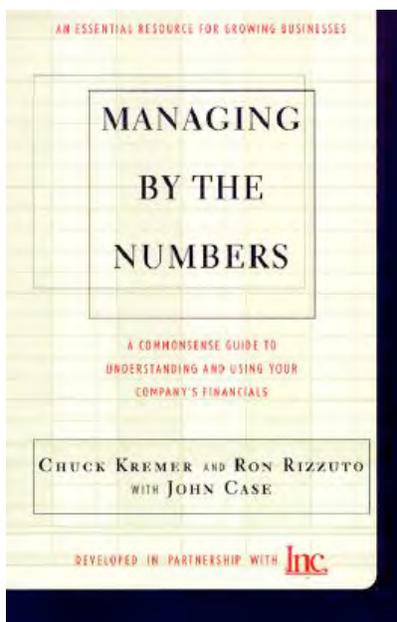
The Discovery Process™ (TDP): A replicable, paint-by-number set of whole system learning loops, that begins with the 'Captain' of the organizational 'ship' and primary financial professional, that comprehensively reveals their tacit/informal system knowledge, and gently uncovers numerous crucial system elements that they didn't know they didn't know. They naturally discover absolutely that their systems' tacit knowledge repository is their people, and that their core task is to set self-generating engagement in motion to co-invent with them, an evolving measurement system that continuously captures, integrates and applies relevant learning throughout the entire system and its external spheres of influence.

The Discovery Process™ Flow

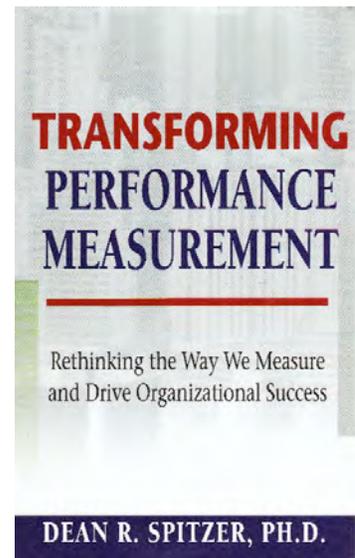


Title: The Discovery Process (TM) Flow Map for training Comprehensive Anticipatory Design Scientists with high Business Acumen Attribution: Launch the capacity-building for a sustained, regenerative whole system transformation intact team Caption: Permanently install high-performance, self-managing leadership culture by conducting monthly 90-minute huddles.

Managing by the Numbers (MBT#'s) and *Transforming Performance Measurement*



(TPM) are core reference books. MBT#'s for addressing the uselessness of standard financial statements to provide usable data for operational business decision-making, and TPM for solving the 'measurement miasma', which plagues every organization, and generates the deadly siloing/internal competition that is replete throughout society. Three referenceable DSLC examples are in place. A process patent is drafted. The toolkit framework is done.



4. Response and Creative Breakthrough:

Sustained, high-synergy collaborative leadership in institutions & organizations remains elusive. Siloing and unhealthy internal competition create a crisis of collective will. Breaking the 'synergy barrier' will create work places with joy, satisfaction, mutual respect & over-the-top productivity usually only found in high performing sports teams. Productive leadership capacity on behalf of the common good becomes the rule, not the exception, when constantly accumulating information and knowledge consistently leads to collective anticipatory design.

PROJECT INTENT & OUTCOMES

- **INTENT:** Create a metrics-driven, proactive culture that optimizes teamwork, self-management and long-term economic success to optimize business performance financially and operationally
- **KEY MEETING OUTCOMES**
- Understand current rolling financial statement projection
- Next iteration of measuring and refining company KPI definitions
- Continued surfacing and dealing with bottlenecks that hinder cash flow, margin and productivity, or create unnecessary losses and/or unrealized gains
- Develop deeper shared understanding of financial and operations management

OBI SACRED GLOSSARY
User's Guide to Understanding OBI's Financial and Operational Strategy for Success
Feel Good – Be Part of the Solution

Oklahoma Blood Institute Texas Blood Institute

Title: Project Intent & Outcomes - 10th Largest Services Organization in its Medical Sector the world, with the highest quality products in the entire market

Attribution: CEO and CFO Decision Team did the draft, then input and affirmation done by 30-person intact leadership team

Caption: A continually self-refining Intent and Outcomes set creates ongoing alignment continuously cascading deeper and wider.

Strategy: Modeling the ability to create environments in which everyone consistently gives their gifts, and small groups spend large portions of their time in a 'flow state', i.e. consistent synergy, is key. Benefits: have massively more fun, get lots done, and generate plentiful capital - both social and financial.

Make beacons of a dozen enterprises modeling high ethics of stewardship and servant leadership (S&SL) – then the S&SL organization market will follow, and the whole world will copy.

| Self-Generating Leadership Conditions Assay for | | | | | | |
|--|---|--|---|--|--|---|
| Year 2008 | | | | | | |
| Domains | ✓ | Low | ✓ | 2 | ✓ | High |
| | | 1 | | 3 | | 5 |
| Leadership Communication | | | | | | |
| Whole Systems | Goal Sharing | Not shared - exclusive to top leadership | Shared with a few - "need to know basis" | Shared with everyone, input from some leaders | Promoted to everyone; some teams set their own goals | Whole company develops goals together |
| | Budget and Finance Literacy | No one outside 'C suite and finance really understands them | Very few understand them or use them | We prepare budgets with their users | Budgets prepared are tied to financial estimates and cash projections | Ability to project cashflow and ROI at operating group (OG) and leadership team levels |
| Indicators | Operational Indicators | None used | We have a big list of them | A few (3 or 4) primary ones used | Operating groups cascade primary ones to detailed ones at work station level | Operational indicators are tied to top-level goals and linked to company-wide rolling financial projections |
| | Financial Indicators | Basic financial indicators tracked | Projecting with basic financial indicators | Executive team projects financial indicators with operating indicators | Operating teams project with financial indicators | Executive & operating teams projecting cashflow, profit, return; impacts with operating indicators |
| People Development | Problem-seeing and Problem-solving Skills | People not encouraged to make any suggestions or do any thinking | People can make suggestions, but suggestions must be approved | Ideas come from sporadic problem-solving events (kaizen events) | Collaborative problem-solving is common; process changes are routine and often scheduled. | Both leaders and line employees autonomously improve their work in alignment with company mission and strategy |
| | Cross Training | Everyone works only to their own job description | Some responsibility across job descriptions; limited cross-training | Extensive area cross-training; skills matrix posted in area | HR has a training, skills, and certification matrix on every employee; multiple persons can fill any job; all supervisors can also be trainers | Can draw on a "deep bench" to fill any job. In any direction the organization is a matrix of mentors and problem-solvers. |
| Yearly Total = | | | | | /6 = | |
| To participate in the benchmarking, and receive a report, please include your email and fax to 413-778-4138 For four year financial dashboard picture, go to www.financialdashboard.com, click on dashboard, input data and copy screen print to word. | | | | | | |
| Name _____ | | Email _____ | | Phone # _____ | | © 2007 Ballard/Sjoquist/Hall |

Business Leadership Team Alignment by Co-Creating the Scoring System

Title: Self-Generating Leadership Capacity Assay is a 5-minute set of questions that create a benchmark for entire continuum of practices creating leadership environments

Attribution: One of a set of simple questionnaires that create a picture of the organizational culture 'puzzle'

Caption: A continuum from least-evolved to world-class - how well does everyone give their gifts, and express natural genius? How can we do it better?

5. Other Initiatives Comparison

Scanlon Plans, and Open-Books Management represent ten decades of combined experience in people engagement through full disclosure. With significant contributions to be made, they have yet to achieved viral market penetration.

We are creating a network of highly articulate CEOs, CFOs and executives with compelling stories of using next-generation participatory management to run circles around their competition and demonstrate / model sustained, wildly successful, and satisfying workplaces. We facilitate ½ day, brain-changing learning and problem-solving events that are co-designed with both the CEO and CFO (C&C). A design team of key internal stakeholders lays out a complete 'border to their

shared, many-thousand-piece puzzle'. As the C&C don't talk during these events, a permanent culture shift to a non-directive leadership style, under-pinned with whole systems deliberation and DSLC begins.

The resulting hypothesis reveals how the facts of property, contract, cash and total organizational behavior constitute an 'objective function model' (a mathematically testable model fitting finance and operations together) through full participation by the entire organization, taking years of applied curiosity to completely validate. Deliverables include a 'chart of accounts' for behavior, a 'general ledger' for results, and teams of 'business scientists' conducting transparent operations finance experiments.

6. Implementation Plan

In order to create a compelling and credible story, at least a half-dozen success examples are required, and a dozen to complete the packaging for full replicability. By end of 2010 Goals: 1. Complete TDP Launch with 6 – 10 referencable orgs (three done as of September, 2009, several in process). Have expert 3rd party observation in all projects going forward, and apprentice participation wherever possible. 2. Create initial Green Math™ applications in several of the referenceable projects with Gil Friend of Natural Logic, to build resource effectiveness business cases that demonstrate profoundly and compellingly the sustained results that employee-managed metrics can create across the five bottom lines of People, Planet, Profit, Operating Cashflow and Return on Asset Stewardship. 3. Integrate DSLC toolkits with Michael Liefer's Market Anthropology & Influencer Network tools, and Innate Strategy's lasting impact methods used at Apple & HP. 4. 20 Companies registered their DSLC culture tools and processes into an Intellectual Property (IP) Bank, along with the DSLC Toolkits, and are actively developing high-performance collaborative culture IP with existing clients. 5. Align with high-growth, mission-driven enterprises that will synergize revenues when they 'edutain' the market with high-performance, practical workplace transparency modeled through web-based Reality TV shows.

7. Team/External Validation

Jahn stewards the life legacies of three mentors whose lives were lived in care of the human spirit within these organisms called organizations. Over 30 years full-time learning with many mentors about transforming collective beings of humans, what Bucky called 'Giants' – what makes them tick. In their lives and unpublished personal papers are the anatomy, physiology and psychology of these beings defined, and methods of their transformation laid out.

Lou Mobley, Tom Watson Juniors' right hand man for 20 years, discovered Operating Cash Flow in 1959, used it to build IBM, and personally made sure it was part of the GAAP in 1987. Building on Lou's legacy to every businessperson who wants to control their bank account, Jahn has trained almost 1,000 CFOs, Controllers and CPAs in the last 11 years, funding development through consulting and

facilitation engagements. With his 8-year strategic partner Tom Hood, Chair of the AICPA's Vision Team, Jahn invented the Financial Dashboard, visualizing at-a-glance both the past and future organizational financial statements reality as a speedometer, tachometer and fuel gauge.

Jahn, Gil, Leifer, and Scott's networks of client/partners, and colleagues includes many dozens of leading practitioners, influencers, executives, thought leaders, serial entrepreneurs, investors, professors and authors addressing pieces of the puzzle the toolkit will assemble.

8. Obstacles:

The primary obstacle has been figuring out how to create the actual intact team experience of this heretofore-unimagined possibility for work environments. Second is to make sure when it happens, that it is observed by 3rd party master practitioners/observers who can credibly represent what they have witnessed. Third is to have the process transparent enough that others can replicate it. Fourth is to have it link to other best practices, especially in regard to sustainable business and resource effectiveness. Solutions: 1. Create business development partnerships with flagship organizations, and alliances with master process practitioners who already have strong client track records and current relationships. 2. Build alliances with business schools and related professional networks. 3. Document and package all learning at each stage. Partner with committed individuals and companies that will invest to co-create shared IP, software and related toolkits. 4. Co-develop projects with leading sustainable business practitioner colleagues.

9. Funding Plan:

\$75-100k required. Primary funding is by fee-for-service revenues.

\$10k in cash has been invested by friends / family. \$500k in sweat equity.

We will demonstrate and document compelling results with flagship client partners, who will co-own and leverage with us new products and services for their market niche and supply chain partners, to replicate their results. Further, we will:

- Develop a budget for production costs once it is designed, and pre-sell copies those who want to support the development.
- Receive larger chunks of capital that will come from performance-based revenue when partner projects create significant business results.
- Implement strategic partnerships to co-develop the toolkit's broader impact and scalability
- Create a viral public-benefit education and awareness social network campaign. Sending out memes through high-quality Public Service

Announcements, funded by donations from companies' new money and individuals who want the most leverage to create green transformation in the global economy.

Respectfully submitted by:

Jahn Ballard – Founding Director of The Commons, which is spinning off a for-profit enterprise, Performance Management Institute, Inc., and inventor of the Financial Dashboard and Integral Operations Finance (IOF) and Accounting Practices™

Gil Friend, CEO, Natural Logic, developer of Business Metabolics. www.natlogic.com

Michael Leifer, CEO, influenceXchange, founder of Guerilla PR and Erin Brockavitch's Cancer 411. www.influenceXchange.com

Scott Spann and Nicole Gnutzman, Innate Strategies www.innatestrategies.com
Systematically mastering large-scale, multi-stakeholder collaboration challenges.

Team begins with the three who have left us, on whose shoulders we stand.

Sole Legacy Stewardship:

Lou Mobley (1988), author of Beyond IBM, and primary driver of Financial Accounting Standards Board, Reg. 95; discoverer of the Mobley Matrix in 1959; inventor of Value Options Game and re-designer of the SATs for Education & Testing Services in the early 1970's.

Chuck Kremer (2006), author of Friendly Finance, Finally, and Managing by the Numbers; Inventor of the Financial Scoreboard and Three Bottom Line Performance®; creator of the Mobley Matrix compilation copyright.

Jack Ballard (2005), Co-Author, Report from Task Force 1; Mobil Oil International Human Resources; Chair, Wainwright House '66-'85, Co-Author, Turning Points; Co-Founder, Turning Points Research Institute.

Core Allies:

Jack Lance, Co-Chair, Sonoma Mountain Business Cluster Board of Mentors co-Chair & Board Member

Rob Lederer, Principal, Management Resources, NY

Ruth Harris, graphics & support staff

Libby Smith, Principal, Accounting for Success, Denver, and Kremer legacy co-steward www.a4s.com

Merlin Yockstick, Founder, Blue Planet Water and Health Sciences

Key Mentors:

Andrew Gin, MD, Neurologist, Oklahoma City University Schools of Medicine and Business

Uses the Scoreboard software and PMI books in Health Policy Exec. MBA classes at Oklahoma City University. Is on the Executive Committee of the Oklahoma Blood Institute. Andy introduced Jahn to the CEO and CFO of OBI, and has observed first-hand every part of The Discovery Process Step 1. Is developing peer-reviewed articles and a book on what he has observed.

Phil Arreguin, Global Under-Funded Pension Remediation, clients incl. China & 12 other countries, Initiator of FASB 159 requiring under-funded pension disclosure on the balance sheet.

Phil was Jahn's employer in the mid 1990's. They have followed each other's work regularly since then. Phil is one of the world's leading practitioners of practical transparency in Jahn's experience. His redesigning the economy of China through sole-source delivery of their pension reform, his IMF and World Bank, and corporate culture integration prowess all demonstrate the power of using transparency to support constructive change. His impacts with personally spearheading FASB 159, AB 1359 in the house, pension reform legislation and many other accomplishments are Jahn's greatest living inspiration for positive existing institution reform. Phil has built one of the great global consulting networks in the world through his passionate honesty, directness and support of thousands of women leaders. We aspire to equal and exceed his impacts.

Key Colleagues:

Dean Spitzer, Author, Transforming Performance Measurement; Former IBM Fellow

Paul Davis & Wayne Lindholm, Scanlon Leadership Network www.scanlonleader.org

Doc Hall, Author, Compression, Assn for Manufacturing Excellence, Lean and Green Summit, Lean Accounting

Tom Hood, CEO, Maryland Assn. of CPAs, Business Learning Institute & Chair, American Institute of CPA's (AICPA) Vision Team Vision Team

Rob Ptacek – Scanlon Leadership Network