



Influence
Ecology

MAP STUDY PAPER 8

Welcome to your eighth Mechanics and Practice Study. This program is reserved for those members of Influence Ecology who have successfully completed the Fundamentals of Transaction program, or other prerequisite study, and participation is by invitation only.

This program is a study in the fundamental science and practice of transacting powerfully in the marketplace.

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MATERIALS REQUIRED

The following Books are required for this study:

The E-Myth by Michael Gerber

Influence: Science and Practice by Robert Cialdini

Your Brain at Work: Strategies for Overcoming Distraction, Regaining Focus, and Working Smarter All Day Long by David Rock

The following Paper is required for this study:

Financial Intelligence – A Manager’s Guide to Knowing What the Numbers Really Mean by Karen Berman and Joe Knight

Recommended Reading (Optional):

Financial Intelligence – A Manager’s Guide to Knowing What the Numbers Really Mean by Karen Berman and Joe Knight

Built to Sell – Creating a Business That Can Thrive Without You by John Warrillow

STUDY WORKSHEETS

Study Papers will include Worksheets. Please download and save the Study Worksheets that accompany each Study Paper and follow the *Submission Instructions* outlined in the Worksheet.

SATISFACTION METRICS – CONTINUED

Action into Results

We continue our study of the *Transactional Phase* Satisfaction Metrics in this lesson to further distinguish it as an unavoidable and inescapable Condition of Transaction where Work and Action (Fulfill) are captured and translated into measurable and meaningful results.

In this Phase, we learn the skills and practices required to transact with and gain the compliance of those with whom we transact closely, recurrently and on whom the success of our transactions depend. These skills and practices consist predominantly of our internal relationships such as co-workers, managers, employees, etc., but also include external customers, vendors and ancillary entities, agencies, social organizations and individuals.

The results of the Work and Action accomplished in the Transactional Move Fulfill are captured in the Transactional Phase we identify as Satisfaction Metrics.

If you don't measure it – you don't mean it.

A theme or mantra related to Satisfaction Metrics that you might hear members of our study express is simply this – “If you don’t measure it, you don’t mean it.” For the most ambitious adults; those who seek

high and lofty aims, it takes willpower, and sometimes courage, to be willing to consistently report the results of the work and action we have committed to take. To continually put our identities at risk and 'put ourselves out there' in terms of our commitment to take action means that from time to time we will be reporting results that miss our targets or metrics. But if you don't measure it, you don't mean to reach lofty and ambitious aims in life. So we recommend that you keep this mantra in mind as you continue to invent and reinvent your Transaction for Satisfaction Metrics and avoid the temptation of moving your aims when you miss your targets in favor of moving in the direction of altering the practices needed to achieve them.

To orient your thinking and prepare you for the work you will be doing in the next *Transactional Move* in the cycle – Complete, we have included excerpts from your previous Study on Satisfaction Metrics. The excerpts can be found at the end of this Study in the section titled Study Appendix. This section will serve as a review as you prepare to move into Complete.

The Satisfaction Metrics for your Primary Transaction are the compilation of *all* metrics produced in each Move and Phase. As you continue to invent and build the transactions for each Move and Phase, you will need to capture the results of all of the relevant and meaningful actions associated with them.

For example, Invitations must be made consistently in order for transactions to occur recurrently. There will be many different kinds and types of Invitations made over the life of your offer and throughout your enterprise, and the only way you will know which ones work will be to measure and properly assess them.

The more you measure them, the more you learn about them. It is likely that you will create and reinvent many different variations of Invitations, Presentations and Contracts, and the more you revise, edit and reinvent, the more you will need to learn about which versions and innovations are valuable and which are not. You must learn to embrace the mechanics and practices required to capture and report the compliance metrics of each of the Moves and Phases of your Primary Transaction.

As you continue to learn and apply new practices and procedures you will inevitably have new ideas. You will find new ways of thinking and learn or invent new actions to take. Some will work, some will not, but unless you are recurrently capturing and properly assessing them, the ability to reproduce and implement new practices, procedures, ideas or even lucky accidents that work, will be left to chance; any real usefulness realized from them will be lost.

If you don't measure it – you don't mean it.

Quantification - The most common definitions of the term Quantification include terms like 'discovery' or 'to determine' along with 'to express', 'indicate' or 'make explicit.' In language (and logic), *quantification* is a construct that specifies the quantity (number or measure) of samples or specimens in the domain of discourse that apply to (or satisfy) an open formula.

As you develop your transactional practices and concern yourself with working 'on your business' rather than 'in your business' you will begin to find yourself more sensitive to, and interested in, the activities that produce the most effective results for reaching your aims. The more you learn about *quantification*, the more you will come to appreciate the importance of building effective and objective practices and Satisfaction Metric structures.

THE E-MYTH

By Michael Gerber

Read the section entitled ‘*Quantification*’ in Chapter Ten – *The Business Development Process*. You will notice in the section that the examples he uses tend to relate more to the sales side of transactions than an all-encompassing transactional view. Be sure to read this short but important section in Mr. Gerber’s book with a mind toward metrics and quantification for ALL of the Moves and Phases, not just those related to the transactions for Invitation and Presentation.

The objective of our programs is to teach our members and participants how to transact powerfully in our Current marketplace; how to build recurrent transactions that over time produce the kind of results that give them the greatest opportunity to reach their Chief Aims in Life. Recurrent, effective and profitable business transactions that produce consistent and predictable revenue, cash flow and profit, over a long period of time, are the kind of transactions that afford business professionals the opportunity to build measurable and sustainable wealth. Knowing the measures and indicators of what works and what doesn’t work is paramount to making the proper changes required in order to sustain satisfying results in any business transaction. Knowing and staying aware of specific measures (results and facts) helps owners and managers of business enterprises stay ahead of the competition while remaining flexible enough to adjust for market changes.

To paraphrase Mr. Gerber’s version of this narrative, the business development process is “...doing what you do, saying what you say, looking like you look – being how and who you are – for as long as it works – for as long as it produces the results you want... when it doesn’t work, change it before someone else does...and do that for as long as it works.” And we agree. Building specialized recurrent business transactions that produce the results you seek to reach your Chief Aims in Life is what we are out to achieve.

How you know if you are on track and producing the results you must, requires quantification.

“Every business needs an internally consistent set of financial targets. The purpose of these targets is not to strive for precision over, say, a three year period, but rather to recognize that the changes you observe in the external environment, as well as most changes in internal activities, have consequences that must be recognized.”¹ To recognize and know if these targets are within a possible range of being hit requires deliberate practice in the capturing and reporting of Satisfaction Metrics.

To recurrently Fulfill on your Transaction for Satisfaction Metrics will require a powerful and purposeful narrative. One that incents and motivates you to observe the mechanics and practices that ensure you (and your team) will do the Work to capture and assess transactional results over a long period of time. It is easy to lose focus and get sloppy as practices become routine and results become more and more predictable.

Use your knowledge and skill in producing ‘transactional narratives’ to invent the context that have taking these actions be important and necessary. Use your knowledge of Deliberate Practice to inform your narratives and design your practices.

Objectivity and Pragmatism

As we transition from the objective domain of Work and Action in the Move Fulfill and move into the domain of ‘results’ (Satisfaction Metrics), we begin our transition from a purely objective view of the transaction to those of workability, facts, judgment, assessment and inquiry.

These views will begin to move our narratives back, slowly into a subjective view of the transaction.

Pragmatism is the philosophy of 'workability' and in its most general or simple form states that the truth or meaning of an idea or a proposition lies in its observable practical consequences rather than anything metaphysical. The most common phrase describing pragmatism is simply: "*whatever works, is likely true.*" The 'results' (metrics) of a transaction are the observable consequences of the actions taken (and being taken) by all involved in it. Results tell 'a truth' about whether the transaction met and is meeting the desires of those involved. If captured and reported effectively and accurately, the results will indicate if the transaction(s) has and will continue to 'work' to satisfy the aims for which it is intended.

You will see as we transition from Satisfaction Metrics to the Move Complete, that this 'pragmatic' view of 'workability' is a useful philosophical orientation on which to craft the appropriate narratives for the domains found in the back-half of the cycle.

Too often, we observe pragmatic narratives of *workability* fall victim to diluted and/or arbitrary notions that allow for weak narratives and points of view. Justification, rationalization, existential reification of Current-driven nonsense (magical thinking, mystic or pseudo-scientific and pseudo-spiritualism, etc.,) give way to more diluted, weak, negative and often destructive views as the transaction transitions from Satisfaction Metrics to the Move Complete. The philosophical view that considers the dynamic changeability of truth as 'transactional' is a proper view to have as one confronts facts. The orientations to guard against are those that breed unhealthy, negative, doubtful, indifferent and insecure narratives which are easy to fall into when one confronts facts that are counter to our aims. Keeping in mind that in the domain of Complete, the narrative that "nothing is possible" is a predominant one and to some personalities it lives as 'truth'. Since no one can claim to possess any final or ultimate truth or 'guarantee' that specific action is 100% predictable, the security of any transaction is in question. This is an orientation and philosophy of doubt – that of Skepticism. A good dose of 'healthy skepticism' as we commonly and generally know it, is useful as one confronts and judges the situations and facts about the transaction. Radical skepticism however is not a proper orientation to hold and is a philosophical view and transactional attitude that must be guarded against as much as attitudes of pure objectivity and excitement.

We are in a dynamic 'transaction' that requires deliberate practice, concentration and focus. You will learn that 'inquiry' is a constant and fundamental state of mind any serious-minded and dedicated 'player' in the game of marketplace transactions must hold to succeed in our highly competitive and ever-changing environments.

The Transactional Phase Satisfaction Metrics begins the process that transmutes the highly objective narratives of Fulfill, into the more subjective views of workability, confrontation and judgment.

COMPLETE

At some point every transaction reaches an end. Inventing the language that clearly articulates the conditions of satisfaction for the Completion of your transaction allows for accurate thinking in the assessment of the transaction's value from the start.

Every transaction completes. By 'complete' we mean that it reaches a point where it concludes and will not or should not go forward in its current form or function. When a Primary Transaction reaches this condition, it no longer serves the purpose intended by the principals (owners, stakeholders, parties to it) in terms of satisfying the Condition(s) of Life for which it was invented. It reaches an end of its usefulness, workability and service to a specific aim, set of aims or condition(s).

Ideally, the owners, stakeholders and originators of the Primary Transaction take the time and care to Invent, from the very beginning, the conditions under which the transaction shall cease to move forward

and 'Complete'. We say 'ideally' because this almost never occurs in our Current marketplace. The reason is simply that most people have a difficult time dealing with the realities associated with the fact that situations end. The narrative that people have about 'ending' any significant situation, such as a business venture, relationship or transaction for example, is that it is somehow a negative consideration. Superstition, mystical or magical thinking can be observed as some people will avoid any conversation about conclusions and others simply do not have the psychological strength or intellect to handle the possibilities that must be considered in the inquiry. So what we observe is a complete lack of concern for Completion most of the time.

Very few entrepreneurs (especially those Gerber refers to as 'technicians'), enter into and build their transactions with a specific and purposeful plan to exit or sell the enterprise. Too often they ignorantly or naively buy into notions that they will 'never retire' or will work until they die – which is certainly a valid and likely case. The most common dialog about Completion we do observe is from creators or founders who speak the Current-driven language of general 'business planning' – the kind of pre-packaged language you might read in a paragraph in a business plan created to seek investment. These are high-concept, subjective and weak attempts to address certain "exit strategies" but these are only notions, hopes and good ideas and dogmatic diatribe about how people 'would like' to have their transactions conclude. At best, they are good intentions. What they are not is a Completion Plan, invented from the very beginning of an enterprise with an 'end in view'. Few people take the time to accurately invent their Primary Transactions in life with a plan for Completion and build toward it as an aim. Rather, they enter into business transactions either by founding a company, or partner up with others, and they work hard. They spend their time reacting to life's situations and conditions that ultimately determine when and how they will end their business or Career. They grow too old or unable to fulfill the roles required of them, economic or political conditions of the Current marketplace change, legal or competitive situations arise, or other unforeseen occurrences make sustaining their enterprise impossible. Rather than plan their own exit with a clear 'end in mind' for Completion to sell the enterprise or retire from the transaction, they fall victim to circumstance and are forced to complete on the terms they cannot impact, or those set by others or marketplace conditions.

"One key problem which many [founders of businesses] and entrepreneurs [find themselves] is they create a business which cannot function without their hands-on involvement. In doing this, they create a rather obvious problem – when it comes time to sell, [exit] their business and go do something else, their business is not worth much without their ongoing input. They become trapped in an unsellable business because the company is totally reliant on its owner's input. To avoid this problem, business builders need to create a business which can thrive and grow without them. Once your business can run without you, it then takes on a life of its own and can grow to the point at which it becomes a valuable asset you can sell. There are approximately twenty-three million businesses in the United States, and yet only a few hundred thousand are able to be sold each year. That means for every small business owner who creates a business that someone will buy, there are about a hundred businesses that do not sell."ⁱⁱⁱ

In many cases and for many people, starting up, owning, and operating a business is not the best or most beneficial plan for satisfying Money, Work and Career aims. Too often, people fall victim to the entrepreneurial spirit, without fully understanding what the entrepreneurial responsibilities, risks, threats and investment of time, money and energy require. We have observed more success from those who transact for key positions and equity stakes in established and growing enterprises than those who build businesses from the ground up and Complete them to their satisfaction.

As you look to build and invent your transactions, do not remove from your vision, the possibility of transacting for stakes in enterprises that have already incurred the high start-up costs associated with launching a business enterprise. We recognize that the majority of Influence Ecology members are highly ambitious and entrepreneurially oriented – but we also acknowledge and recommend that in many cases

one's Conditions of Life are far better satisfied by sharing the burden and risk and much bigger slice of the pie, with a highly skilled and talented team than playing hero in a business that consumes their lives in unsatisfactory ways.

Additionally, we warn against greed and arrogance as you begin to build a successful enterprise. Success breeds success, but it can also breed conceit and inaccurate thinking. Those who plan from the beginning to make themselves a 'target for acquisition' have a much greater chance of achieving that aim. Knowing what conditions will constitute a successful Completion, in terms of your aims, will help guide and protect you from pitfalls when you are approached and have the opportunity to merge with or be acquired by another business concern.

In order to 'build' toward an end, one would have to know a great deal about their own personal aims in life, their own ambitions and the Conditions of Life that a Primary Transaction must fulfill by the time it Completes. To know whether it is best to pursue entrepreneurship or management careers, requires one to know what Condition of Life are most important and to what degree. Knowing the kind of Work one wants or is willing to do, the amount of Money one will need now and in the future, and what Career will be most rewarding and satisfying takes study, reflection, practice and willpower.

In order for us to aim for an *end in view* to exit or complete a Primary Transaction, we would need to know certain objectives for the kind of Money we would want to produce, identities and Work as well as other Conditions of Life that we would want to see fulfilled and satisfied.

More specifically, as we build toward an end, we would seek to have our transactions be recurrent, profitable and increase in value over time. We would have to stay tuned to key indicators in our business, our industry and our Current marketplace (local and global). To manage this, we would need to know how to capture and organize measures and analyze our progress as we transact. We would have to be able to see our transactional benefits, strengths, weaknesses and threats in time to adjust and reinvent as needed. We would need to know a great deal about ourselves, those with whom we transact, and our environment. We would have to know a great deal – of things in order to plan to Complete a significant Primary Transaction accurately and powerfully – and few people will take the time to do this kind of thinking, study and planning.

We invite you to consider your own ethics, mood, attitude and state of mind as you look to do the difficult, important and significant work required of you to build and invent your Primary Transaction for Completion.

TRANSACTION FOR COMPLETION

Results into Facts and Judgments

It is the responsibility of those who are accountable for the transactional Move Complete, to 'confront' the FACTS of the transaction and formulate, structure and manage them in order to *bring the transaction to a conclusion*; as well as *make certain judgments*, as to the standards, conditions and fitness of the transaction in whole or in part. Additionally, it is in Completion where those accountable must advise or confront stakeholders as to certain *assertions and estimations* that may be required in order for the transaction to move forward.

The word FACT is derived from the Latin word *factum* which means 'something done'. The words used to describe and define what a **fact** is or what it means, can be confusing and include axiomatic notions such as existence and truth – which we warn against. Transactionally sound discipline has us hold that a *fact* is simply what has occurred while at the same time represents what is occurring; what is done and is being done.

“When [we] employ ‘fact’, it is to be understood that it relates directly to both the knowing operation and to what is done. Anything known, anything identified, must be viewed along with its knowing and its identifying. Similarly, knowing and identifying are part of the being known and identified. For example, when the act of ‘chopping’ occurs, something is being chopped; when one loves, someone is being loved; or when seeing occurs, something is seen.”ⁱⁱⁱ

Fact then, in a transactionalist view;

“...is to be accepted with the understanding that instead of inserting gratuitously an unknown something as foundation for the factually known, we are taking the knowledge in full – the knowing(s)/known(s) as they come; namely, both in one...”^{iv}

As we relate to facts in Completion, we do not draw conclusions or produce narratives that separate ‘something done’ from ‘something being done’. There is no difference. When people allow themselves to relate to fact in any other way than what is done and what is being done are the same thing, they cannot think accurately about how to judge their situations in order to change them.

Activity of Completion

The principal activity that occurs in the Transactional Move Complete is the labor, work and action of gathering results and confronting the realities and facts of the transaction.

Confrontation and judgment is required for transforming *results* (Satisfaction Metrics) into *Facts* (Complete).

Unlike Fulfill and Satisfaction Metrics, the Move Complete is not the location for the aggregate of ALL WORK associated with Completion in the Primary Transaction. In most cases, the persons accountable for their positions in the cycle will take the action and do the work associated with the Move Complete in their domain. For example, a sales professional accountable for making Invitations will handle most, if not all of the action related to ‘completing’ the Transaction for Invitation without involving the company CFO or manager (Judge). Where there may be some specific purpose or reason for a Judge’s involvement, unlike Fulfill and Satisfaction Metrics, the move Complete is not an aggregative position.

The purpose of identifying the Move Complete and its location in the cycle, is to offer a structure for the effective and proper placement of the high cost associated with the *confrontation of facts and conclusions* required to complete a transaction. During, and after the Work of the transaction is concluded and the Results reported, there are many tasks associated with completing the transaction according to the terms, conditions and standards agree to. In every enterprise the payment of money and other ‘consideration’ is required, not to mention the all important work of recording the details of each transaction in the company financials or “books”. The Work and Action required to Complete transactions effectively depend on producing proper reporting for management, ownership and stakeholders. Facts about the current status of an enterprise are reflected in the ‘financials’ which requires general and specialized knowledge of bookkeeping and *accounting*.

As with all transactional Move and Phases, there will be aspects and elements of our study that you already know and are able to apply. You may already have a good working understanding of the fundamentals of accounting for example, and if so, the following will serve as a good reminder or refresher. Other students however do not have the basic and most fundamental understanding they need regarding the general knowledge of accounting – and in fact suffer because of it. We observe, more often than not, that embarrassment and ego play a significant role in how people approach study of the fundamentals of transaction, whereby their ego simply will not allow them to admit openly that they lack fundamental skills. They lie, bullshit or fake their understanding thinking that others are somehow fooled by their lack of skill and knowledge – especially in the area of accounting and finance. In this Study we

will address the most general and minimal requirements any business professional must have in the area of business finance and accounting. It is intended to stimulate a desire for additional study and learning. As with all discourse and study, you may recognize the need to apply more deliberate study and practice in areas where you lack the most fundamental knowledge and skill. Think, plan and act according to your own ambition and ethic and above all else, be deliberate and honest in your assessments of your own knowledge and skill. If you recognize you need help, transact powerfully for it. But do not allow yourself to fall victim to any narrative that dilutes your concentration and focus to reach your Chief Aims in Life.

FINANCIAL COMPETENCE

Accounting - The Language of Business

Knowing where you are at all times means that you are aware of the facts about your business enterprise. Facts are the fundamental element required for accurate thinking. Facts about the 'financial situation' of an enterprise at any moment in time, are represented in the 'financials' or the 'accounting' of a business enterprise.

Warren Buffet is known to say that accounting is the 'language of business' – we agree. Accounting is not the language of transacting, but rather an important element of transacting in our current marketplace. Where we accept that the linguistic distinctions that constitute the principles of accounting are certainly the most fundamental to any business enterprise, we want to stress that 'accounting' is a function of the Work and Action required of business professionals who's responsibility it is to manage the finances of an enterprise.

It is in the transactional domain of Complete where the Work and Action of accountancy, recording, summarizing, reporting, internally and to required legal, political and any governmental and/or jurisdictional accountabilities and requirements are fulfilled. Management responsible for these actions are accountable to owners and stakeholders and must plan to handle the important activity of making judgments and assertions about the financial fitness and health of the enterprise.

Accounting, [or "accountancy" as it is more formally referred], is the process of communicating financial information about a business entity to users such as shareholders and managers. The communication is generally in the form of financial statements that show in money terms the economic resources under the control of management; the art lies in selecting the information that is relevant to the user and is reliable. The principles of accountancy are applied to business entities in three divisions of practical art, named accounting, bookkeeping, and auditing.^v

The American Institute of Certified Public Accountants (AICPA) defines accountancy as "the art of recording, classifying, and summarizing in a significant manner and in terms of money, transactions and events which are, in part at least, of financial character, and interpreting the results thereof."^{vi}

Accounting is thousands of years old; the earliest accounting records, which date back more than 7,000 years, were found in Mesopotamia (Assyrians). The people of that time relied on primitive accounting methods to record the growth of crops and herds. Accounting evolved, improving over the years and advancing as business advanced.^{vii}

Early accounts served mainly to assist the memory of the businessperson and the audience for the account was the proprietor or record keeper alone. Cruder forms of accounting were inadequate for the problems created by a business entity involving multiple investors, so double-entry bookkeeping first emerged in northern Italy in the 14th century, where trading ventures began to require more capital than a single individual was able to invest. The development of joint stock companies created wider audiences for accounts, as investors without firsthand knowledge of their operations relied on accounts to provide

the requisite information.^{viii} This development resulted in a split of accounting systems for internal (i.e. management accounting) and external (i.e. financial accounting) purposes, and subsequently also in accounting and disclosure regulations and a growing need for independent attestation of external accounts by auditors.^{ix}

Today, accounting is called "the language of business" because it is the vehicle for reporting financial information about a business entity to many different groups of people. Accounting that concentrates on reporting to people inside the business entity, is called management accounting and is used to provide information to employees, managers, owner-managers, and auditors. Management accounting is concerned primarily with providing a basis for making management or operating decisions. Accounting that provides information to people outside the business entity is called financial accounting and provides information to present and potential shareholders, creditors such as banks or vendors, financial analysts, economists, and government agencies. Because these users have different needs, the presentation of financial accounts is very structured and subject to many more rules than management accounting. The body of rules that governs financial accounting in a given jurisdiction is called Generally Accepted Accounting Principles, or GAAP. Other rules include International Financial Reporting Standards, or IFRS,^x or US GAAP.

Accounting, should represent a complete and detailed record of all the financial activities of a business, providing details in the form and function generally accepted in the marketplace. Accounting is both an art and a science. It allows for the analysis of fitness and financial health of the enterprise while also pointing to important trends, opportunities and potential threats.

Accounting requires general Work that includes the practice of recording transactions in standard and traditional form. The person who is accountable for the Work and Action in the transactional Move Complete, is responsible for the bookkeeping and all other aspects that make up the 'accounting' for the enterprise. Accountants are not bookkeepers and it is important to know the difference. Bookkeepers are responsible for doing the Work associated with recording transactions on a regular and scheduled basis to capture all of the details necessary to satisfy the needs of the business — managerial, financial reporting, projection, analysis, and tax reporting. A good accountant will create a system of financial reporting that gives a complete picture of a business that owners and managers can use ongoingly and recurrently to make decisions about the most important transactional issues they face.

FINANCIAL INTELLIGENCE

By Karen Berman, PhD and Joe Knight

Read the Summary of the book *Financial Intelligence – A manager's guide to Knowing What the Numbers Really Mean*. If upon study of the principals and skills discussed in the paper you recognize that you need further study, we recommend that you obtain and plan to study the book on which this summary is based. If you plan to purchase the book please do so from the portal on the Influence Ecology website.

Financial intelligence is described in the summary as a set of skills and attitudes about finance which can and should be acquired by everyone in business. In its most basic form, to be financially intelligent you must be competent in four different skill sets: financial reporting, accounting (art and science), metrics and ratios, and financial judgment or better stated - '*the bigger picture beyond the numbers*'.

"While the people who work exclusively in finance tend to learn these skills early on in the careers, anyone who plans on being in a position [of leadership] to rise to the top of any organization, [run a large or small company], will need to be at least financially literate. It

pays to master the four skill sets of financial intelligence. To not do this, you run the risk of being permanently relegated to the sidelines in the game of the marketplace.”^{xi}

For Work in any transactional Move and Phase to be effective it must correspond to the requirements of a transaction. That is, it must produce the action, and ultimately the ‘work product’, promised for every Move and Phase in the Primary Transaction Cycle. The ‘work product’ discussed in the move Fulfill is that production or fabrication delivered to the paying customer in the form of products and/or services. When we relate to the Work and Action required in the Transaction for Completion, we are referring to the product that is used by the stakeholders and internal management of the enterprise.

BUILDING THE TRANSACTION FOR COMPLETION

The Thirteen Steps

Through the use of the Thirteen Steps, you will expand your thinking of this Move as a transaction. You will see new ways of thinking about the transactions you have already worked on in this program.

The work you do in this quadrant of the cycle will have you consider the Work you have done in the previous Moves and Phases – adding language, tactics and practices that will support moving your Primary Transaction more effectively through this Move. This will continue throughout the process of your work in MAP. As you continue to consider this transaction for Completion, as part of your Primary Transaction, you will return to this Move and expand on the overall Plan for your Primary Transaction. It is likely that you will be inspired to return to your previous work and edit or reinvent some of the Moves and Phases.

Keep in mind that it is not our aim that you strive to “get it right” nor are we in the pursuit of “perfection” at this point in our learning and practice. Simply apply what you know now, to the best of your ability, and do so deliberately.

Uncover and discover for yourself the General and Specialized Knowledge that you must learn to transact powerfully in this area of your Primary Transaction. Watch your moods, attitudes and states of mind as you do this important work (Invention of the transaction for Completion).

Do not brood, be annoyed, irritated or frustrated as you see the distance you must traverse to reach your aim in this area. Simply allow yourself to learn and be willing to practice. Keep in mind this is a game, like (water) drops on a penny, and games can be learned, you can get better at the game, winning often.

The Mechanics and Practice Program teaches that each Move and Phase is in and of itself its own transaction. Stay focused throughout this Study on the Transaction for Completion. Do not allow yourself to be frustrated as you recognize that you will need to return to previous Moves and Phases from what you learn in your invention, speculation and practice in this Move. Trust the Work and practice in this Study, and be confident that as you return to reinvent the other Moves and Phases, you will do so with more confidence, knowledge, certainty, and freedom to act. Rest assured that the consistency you are demonstrating to yourself and others through this deliberate practice will offer you and your team the security of a powerful and recurrent Primary Transaction when you move in the marketplace.

Every primary Move and Phase is a transaction that requires careful consideration and use of the Thirteen Steps. Your understanding and ability to apply the Thirteen Steps will be demonstrated throughout the program as you become more and more related to the fact that we are always transacting and all transactions are built on the same fundamentals. The Thirteen Steps to Building Your Primary Transaction is the spine of our work.

For this Study you will complete the Thirteen Steps for Building the Transaction for the Move Complete.

CREATE YOUR PRIMARY TRANSACTION MANUAL

Keep in mind that the purpose of this work is to guide you in the articulation of the action required to produce effective and powerful transactions. You are doing the work that will allow you to articulate the Work and Action required of your Primary Transaction. You are creating your manual which includes detailed articulation of each Move and Phase in your Primary Transaction Cycle.

Keep in mind the study and work you did in the area of Simple and Complex Transactions in the previous Study. A simple transaction requires a kind of thinking that we call *single action* or *next action* thinking. Single action thinking is highly objective and built to support, and facilitate, the design and construction of well-articulated operation manuals described in the work of Michael Gerber's book The E-Myth. Keep these structures in mind as you move through your work and study in this program.

MAP Study Paper 10 will guide you in the construction of the minimally acceptable elements required to successfully complete your manual and your MAP program. This final study will guide you through the thinking and construction of the following:

- Cover / Cover Page
 - Name / Title Page
 - Logo Treatment Page
- Executive Summary
- Thirteen Steps for your Primary Transaction
 - Articulate your Aims for Each Condition of Life
 - Evidence the State of Mind of an Ambitious Adult and Prove Fitness
 - Demonstrate Accurate Thinking in General Knowledge
 - Demonstrate Accurate Thinking in Specialized Knowledge
 - Identify Personality and Transactional Behavior
 - Articulate Your Solution to a Substantial Breakdown in a Specific Ecology
 - Specify Your Customer
 - Invent the Transaction for Each Condition of Transaction
 - Transaction For Assessment
 - Transaction For Invention/Re-Invention
 - Transaction for Invitation
 - Transaction for Presentation
 - Transaction for Contract
 - Transaction for Fulfillment
 - Transaction for Satisfaction Metrics
 - Transaction for Completion
 - Transaction for (Re)Invention

- Apply the Weapons of Influence for Each Condition of Transaction
- Apply Concentration and Focus
- Build and Expand your Influence Ecologies and Cooperation
- Study the Environment and the Current
- Plan for Reinvention
- Biography
- Acknowledgments
- End in View

THE CONDITIONS OF TRANSACTION

The FOT Program introduced three fundamental models designed to assist in the embodiment of complex systems - the *Conditions of Life*; the unavoidable and immutable conditions each of us are transacting to satisfy – the *Transaction Cycle*; the series of moves made in every transaction – and *The Thirteen Steps*; a means to think accurately about the architecture of a satisfactory primary transaction.

We will now correlate these by introducing *The Conditions of Transaction*; the unavoidable and immutable *Conditions of Transaction* that satisfy a primary transaction. **The revelation here is that each move in the transaction cycle is itself a transaction cycle.**

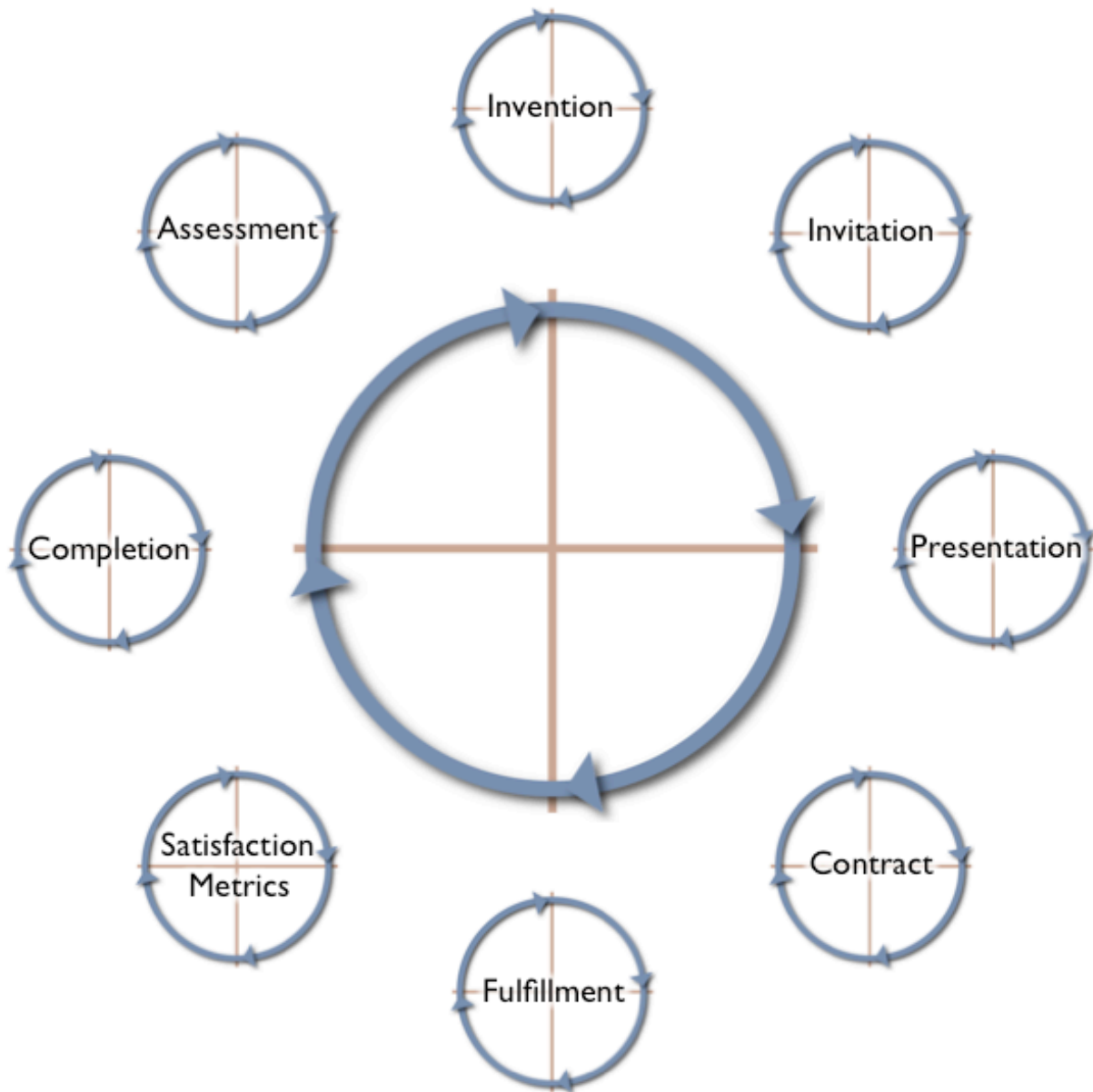
This program's focus is the mechanics of each Condition of Transaction (see diagram below).

We began in MAP Study 2 with the 'Condition of Transaction: Invitation' and with each Study Paper we will move clockwise around the Transaction Cycle. As an example, the articulation of the Condition of Transaction: Invitation for your own offer, will assist you in the:

Invitation of the Invitation
Presentation of the Invitation
Contract of the Invitation
Fulfillment of the Invitation

Satisfaction Metrics of the Invitation
Completion of the Invitation
Assessment of the Invitation and
(Re)invention of the Invitation

Each Condition of Transaction will influence your thirteen steps and vice-versa. Each Study will influence, build and focus your entire offer over the next year and for many years to come.



INTRODUCTION TO BUILDING THE TRANSACTION FOR COMPLETE

The worksheets will guide your thinking and planning as you consider the Invention of the Move *Complete* as a transaction.

Some of you will have *Specialized Knowledge* that goes far beyond what we recommend (as a minimally acceptable level) in some areas, and others will recognize that this introduction to certain distinctions, principles, practices and disciplines is insufficient for your current aims, and you will need to seek additional specialized knowledge and/or professional help.

Use this Study and the worksheet to inform your thinking and to help you produce the articulation required to move objectively. This is *your study* – make it your own.

COMPLETE

Requests, Instructions, Demands, and Confrontation

The principal activity required of anyone accountable for Completion of any Transaction is the ability to capture and organize the results produced by others as they satisfy requirements in the area of Satisfaction Metrics. As in the previous study, this is accomplished through the use of Requests, Instructions, Demands and Confrontation.

Request, Instructions, Demands and Confrontation – Review

For the most part, Satisfaction Metrics are reported by internal management and other team members to one team member or in a standardized format or program. Organizations that manage metric capture and reporting deliberately, relieve the burden of highly skilled managers from the labor associated with these often-mundane tasks. However, it is easy to skirt or miss important results when these tasks are not properly designed.

What we see is that those in the quadrant or domain of Complete are often left with insufficient data, on which to do their work. This is a common occurrence and one that must be avoided. Management must build and invent transactions that get them the proper reporting they need. They must be willing to transact for help, that means, be willing to make effective requests, and in many cases, make demands for reporting from those on whom they rely. Judges and those who must confront the challenge of collecting data, will do well to invent transactions with a specific aim in mind that include team members in the opportunities and consequences associated with this important Work and Action.

Most of the interaction of those who collect results in the Phase Satisfaction Metrics, is with internal management, staff, owners, etc.

Some interactions will exist (depending on the nature of your offer) between the person accountable for metrics and external customers – and these activities are almost always related to performance and fulfillment evaluations and feedback or accounting (payables, receivables, etc.).

This is not the case in the Move Complete. A good portion of the accountabilities of those who are responsible to Complete transactions includes interaction with external customers. Collection of money, payment of money, and reconciling the financial business of the enterprise will require transacting with vendors and customers on whom the enterprise relies.

Skill in the area of transactional competence and practice in the area of personalities and transactional behavior is a must for any member of the Completion team who is serious about reaching their own and supporting the overall aims of the enterprise. This will require the use of requests, instructions, and demands as members of the team confront Completion.

If you can not distinguish and articulate the difference between each, and you cannot articulate how to utilize each effectively – return to the previous Study and review and practice the work in the area of making requests, demands and instruction.

Moods and attitudes of confrontation are required for the effective coordination of metrics that are reported continuously by the internal and external customers and stakeholders of the enterprise.

In the day to day activity of most business organizations, we find that the process for managing and coordinating the actions required to collect, produce and report facts do not adhere to the fundamentals of transaction. In the typical situation, those accountable for Completion do not make Invitations, Presentations and complete commitment agreements (Contracts) or follow up on them, but rather set policy, and opt to confront internal team members with mandates, obligations and standards. This is a

mistake. Like every transaction, the Move Complete must go through the same Moves and Phases, and when applied effectively, help move transactions quickly and produce good and proper attitudes and effective action. With a firm grasp of the fundamentals of every transaction, a competent owner, CFO, manager other team member can build and invent transactions in this Phase that confront the collection, production and reporting of facts in an effective and proper state of mind, while consistently producing appropriate moods and attitudes for their internal team members and/or customers.

Invitation for Completion

An Invitation is a form of an offer that is extended to a *specific customer* where the result is the acceptance or the decline to hear (attend/receive) a formal Presentation – in this case a request, instruction or demand.

When anyone, and this is especially true for Judges, considers making a request or demand of someone, they almost never consider that it is most effective after it follows the appropriate moods of Invitation and Presentation. If any thought is given to this it is likely thought of in terms of ‘manners’ or at best ‘sales tactics’.

An important aspect of setting the appropriate and proper mood for the acceptance and compliance of a request, instruction or demand is to consider inventing an ‘Invitation’ first. When the Invitation is carefully and thoughtfully crafted, it allows for an initial acceptance on the part of the recipient (internal or external) to recognize the sensitivities you are inviting or requesting them to consider. If allowed to be ‘invited’ into and accept the importance and objective nature of the results that must be captured, produced and organized; the recipient is prepared for a presentation of the request, instruction or demand.

The Invitation made in the Move Complete, is an offer made to an individual to receive a formal Presentation of the request, instruction or demand. It is an important step in the process for supporting the shift of mood and attitudes as your Primary Transaction transitions from the Move Fulfill (production) and Phase of Metrics (results). By making an effective Invitation to ‘hear or find out more about a request’, you begin the process of establishing a level of importance and trust in your processes and ability to transact. You assess the mood of the listener, and can begin the process of moving the listener into proper moods if needed. When recipients accept the importance of accurate thinking, and understand the consequences of their behavior and actions (personally and to the organization), the need for high-cost confrontations are reduced.

When you consider an Invitation in this Move of Completion, you take yourself out of the black and white, objective and often skeptical nature, moods and attitudes that dominate the domain naturally. With this perspective, you are better able to consider the subjective narratives required to produce the moods that inspire those ‘subjective personalities’ found in the high-side of the transaction cycle who see your actions as potentially threatening to their creativity, identity and/or freedom.

As you look to apply weapons that gain you favor, [we’d advise that you] produce excitement or agitation in order for your Invitation to be heard and complied with quickly. In most cases we are simply setting the proper state of mind, mood or attitude for someone to ‘hear’ a request, instruction or demand properly. When people are in the proper and appropriate mood to hear them, the likelihood of effective and complete compliance is high.

Presentation (Offer) Completion

Prepare for each Personality first, and then plan for the Transactional Behavior of the individual.¹ Because we are now dealing with the more 'confrontational' nature of requests, instructions and demands, we offer the following review and primer to assist in preparing your Presentations in this Phase for each of the Personalities we study.

Consider what kind of response or reaction your Presentation of requests/demands might incite and prepare for it.

Consider that requests, instructions and demands, by their very nature, generate Work on the part of the recipient. Work requires the use of the mind and body, and moving and thinking uses up energy, time and resources. Any highly complex requests are best served up after an Invitation to receive it has been made and accepted.

Presentations are most effective when the maker considers the Personality and Transactional Behavior of the recipients. The 'language' of the personality must be considered. Study the 'linguistic' orientations of each personality. As always, it matters whether or not you are speaking to an Inventor, Performer, Producer or Judge, and each will almost always have a default response to major and significant requests, instructions or demands. To prepare for and if need be counteract these initial 'default' responses, you will need to give them some 'space' for them to work through their biology. This is accomplished during the Presentation of your requests.

Your most difficult personalities in this area of the transaction are more likely to be Judges and Performers.

Judges will almost always say 'no' first, so be sure to expect and plan for an initial "no" reaction. Remember that Judges say "no", but it really means "maybe". They say "no" until they figure out how something 'can be done'. They are typically not concerned with protecting the relationship but rather first and foremost will want to see that 'they' are taken care of (their concerns are taken into account), then they will move to take care of the concerns of the organization or transaction. Allow them the 'space' to express their negative reaction. Remember, this is their way of 'working out how it can be done' and they do their best work when they are able to 'confront' the facts. By 'confront' we do mean confrontation – not just the act of reflection. Judges will be "just in time" with almost any deadline, so like Performers, it is a good idea to construct a flexible reporting schedule for them to choose from; even go so far as to give them a slightly earlier deadline to meet than you need. They will almost always have edits and fixes so prepare for them. They like games too, but you just can't tell by their attitudes. Once they figure out how something works for them, and then the good of the collective – they move objectively and in good moods.

Make the Presentation to Judges verbally and then make sure you present 'in writing' the terms and conditions of the request, instruction or demand for them to take away and reflect on.

Finally, they prefer to be known publicly as competent and helpful. They seek to *make an impact*. Confrontation is a form of "impact". This is what they seek in terms of their public recognition.

If you are a Judge – inventing for this domain – keep these and other lessons on personality in mind and plan your presentations accordingly. Surprise your co-workers with some pleasing personality, small gifts and "liking" – especially when you are making difficult demands.

¹ Keep in mind that we study Personalities as a group dynamic and assert that one can observe common behavior and habits in groups or specific ecologies. Transactional Behavior is a descriptive distinction we use for the habits and actions taken by a individual. Groups or 'ecologies' are more predictable than individuals.

Performers will attempt to produce a good mood in order to ensure the 'relationship' survives the Presentation – let them. Be sure to tie their obligations in your requests or demands to their concern for your personal interaction (business) 'relationship' and you are halfway there. Be sure to include their relationship to the organization as well. Remember that they care for 'others/others', that means You and all others (company and customer relationships). If you are smart enough to produce a 'game' that allows them to 'think' they have some freedom in their obligation (to report by a certain day/time for example) – you will almost certainly get what you want. Finally – remember that Performers tend to confuse 'flexibility' with 'freedom', so allow them some "room" in their obligations and reporting the metrics/results you are requesting. We do not recommend ever "telling them what to do". Performers will not be dominated. Have them make public promises that if not met cost them relationship and freedom.

Give Performers an opportunity to look like a Hero – (self sacrificing for the greater good) and from time to time acknowledge them publicly for their unselfish commitment to *You* and all *others*. Make it a game, make it fun, and you win.

If you are a Judge, remember that Performers love to be liked by Judges. Make them believe they are special – treat them well and they will not only report the metrics/results you need, they will do it in ways that will help you in your efforts with others in the enterprise who may not respond well to your personality. Use them as much as possible in your efforts to make presentations. You do not have to Present – in all cases – you can use the resources of others who have skills in your organization to transact internally.

Inventors prefer certainty and Producers prefer consistency. You won't have much trouble with them accepting the terms of your offer. They will both have criticisms about the processes, lack of detail and the procedures, so involving them in the 'procedures and format' of the transaction when you invent them is a good idea.

Make sure you focus the Presentation on and make it about the Inventor; allow them to work through their initial concerns about 'knowing' you were going to make the request you are making. We recommend saying "I know you know this..." pretty much anytime you are about to challenge something an Inventor doesn't know.

Producers like structure and rigor. Make your request objective and you will be happy with the result.

If you are a Judge – keep your appointments and promises with Inventors and Producers. It is a good idea to be early, and well prepared. Watch out for your "in time-ness" in this area.

For Inventors we recommend sending presentation outlines or perhaps the entire presentation in writing ahead of time so as to utilize their skills in working their 'good ideas' into your presentation when you make it live. You will also find that many times, to avoid a presentation – Inventors will simply "correct" your work and offer counter offers that will satisfy them, reducing the time or need for presentations at all.

For Producers, we recommend that you plan as short a time to make the presentation as you can possibly allow. Use bullet points and lots of handouts of objective measures that **MUST be met and you'll be fine.**

The Contract for Completion (agreements from others to report facts)

The Contract Phase in Satisfaction Metrics is simply meant to represent the listener's understanding and consent of the terms agreed to when others comply with your requests. Any (even quick and simple) written response or follow up to requests that are accepted, ensures that the terms and conditions of the request/demands are clearly understood and will be met. It is an essential element in making and completing important demands as it is a representation of your compliance with others.

Make it a practice, when you invent transactions for Metrics/Results, to follow up in writing; sending or emailing simple thank you notes, or internal memos, that include the 'agreed to' terms of major requests work very effectively. These moves will also serve to support your efforts in the case of disputes or misunderstandings – like any commitment, agreement or Contract – you will return to them often. If they are written, you will win more often than not.

This goes for internal and external customers in the Move Complete. It can support or diminish your identity or transactional behavior, as well as demonstrate a level of professionalism and capability to organize the effort of others by confirming the conditions to be satisfied when requests are complied with.

The Contract for the Primary Transaction that exists between you and your external customers holds all kinds of obligations, terms and conditions - but may not define in detail the specific kind of formats, dates and times, or other specific measures that you will want to capture. The organization associated with capturing results is critical and you will need to make many requests and demands as conditions change over the life of long term and highly complex transactions. Those accountable for reporting results to you must agree to do so in standards and formats that are required and needed to do the work of Completion.

You will have to refine and sometimes amend agreements to correspond with new realities. You may have to enact certain clauses in the Primary Contract because of defaults or mistakes made by your Customer. When you do – you will need to be rigorous in your follow-up and execution of new commitments, amendments or agreements to act.

The key in this area (for all Moves and Phases) is to always capture promises and commitments to act and do it in writing. Even those that at first may appear small and insignificant should be followed up with a confirming email or note.

Fulfillment of Satisfaction Metrics

Any work that is required to capture, produce and report the facts (financials and other reporting) of the Primary Transaction is done in the Move Fulfill in the Transaction inside the Transaction for Satisfaction Metrics.

The systems and structures for organizing and facilitating all of the action required to produce effective action in the Transaction for Completion is considered here.

You have speculated on and have begun to Invent certain metrics and results in the previous Moves and Phases. Any Work is coordinated here.

The Satisfaction Metrics for The Primary Transaction – Review

Almost all of the data needed for the work and action of Completion is captured and organized in the phase of the Transaction for Satisfaction Metrics. The following is a review in order to orient you as to how to relate to the data being delivered to the move Complete. You will almost certainly need to return to the Transaction for Satisfaction Metrics and coordinate the work and action in order to ensure that the results of each move and phase that are delivered to those accountable for the Transaction for Completion are proper and effective.

All of the compliance metrics are captured, produced and organized for reporting in this Phase of the Primary Transaction Cycle. The specific systems and formats used to capture all of the metrics related to the Primary Transaction will depend on the nature of your offer and the needs and demands of management. Specialized knowledge in this area may be required depending on your offer(,) with the following elements as a primary concern:

Capture – the effective action needed to facilitate the collection of the important and relevant measures in each Move and Phase.

Organization and Production – the Work associated with coordinating the information and facts(,) and creating a physical articulation and demonstration of the results of the transaction.

Reporting – the presentation of results to management in order for them to draw conclusions and assessments to produce the FACTS about the Primary Transaction.

Generally speaking – this Phase is simply a collection or aggregate phase where all of the important results are captured, organized and reported in order for management to make conclusions and determine compliance. These are the results of the actions taken (or not) in the Primary Transaction. These results are simply a report on what occurred or did not occur according to the assumptions, projects, targets, objectives, plans, etc. in each Move and Phase.

It is from these results that facts will arise as to the effectiveness of the transaction. It is on these results all assessments and decisions will be made in order to Complete the transaction (turn Results into Facts).

The purpose of this Phase is to capture and report results from each of the previous Moves and Phases in the cycle. Satisfaction Metrics are compliance measures. The metrics for the Primary Transaction should be collected on a periodic basis and as often as needed depending on the nature of your offer. It is most useful to gather and report metrics on a regular schedule.

The Phase – Satisfaction Metrics – will have specific reporting metrics to hit as well. In your design and Invention of the Transaction for Satisfaction Metrics you will need to account for reporting the overall metrics of the Primary Transaction to management in order to Complete. Your Satisfaction Metrics for the Transaction for Satisfaction Metrics are also included in your results.

Complete – the Primary Transaction

We will not address the Completion of the Primary Transaction in this Study. Rather, we will address the work and action required to Complete the ongoing, day to day transactions that make up the principal activity of Completion of all of the varied financial and administrative transactions under the accountability of those in the Move Complete.

Work on the Completion of the Primary Transaction will be done in the Phase Assessment in later Study.

It is rarely taken seriously and as a result, many opportunities for the expansion of personal or departmental identity, authority, commitment and consistency, are left unattended and wasted in this Move as with the other Moves and Phases.

Formal demonstrations of the Completion of any transaction are appropriate and important internally as much as with external customers.

Recognition and appreciation should be demonstrated to all who comply with requests, instructions and demands when appropriate. The move should be consistent with the nature of your offer and/or industry, and appropriate to generate the proper moods, ethics and intent for your overall goals for the Primary Transaction.

Depending on the nature of your offer, demonstrations of Completion can be as simple as a thank you note, evaluation form, personal call, or as elaborate as a gift, social occasion or formal Presentations of acknowledgment.

For example, it is the practice of the leaders of FOT Virtual Classrooms and study calls to express our thanks and appreciation to our customers who comply with our requests for evaluations and feedback. Notes, gifts and public acknowledgments of appreciation and gratitude for help in the area of reporting results is a commonplace practice and we make a big deal at Influence Ecology about thanking people for their help in this area. We have noticed that when we do this publicly, it inspires others to comply when asked to do the same in the future. We also see that it tends to agitate those who declined or ignored our requests for evaluations and feedback – eliciting apologies and new promises of compliance in the future.

We regularly agitate the indifference of customers who ignore our requests for feedback, and act swiftly to enact consequences when commitments are broken.

We tend to move quickly to accept declines, requests for removal or revocations of mutual agreements and recommend that you do the same. For example, if we receive an email that indicates a student intends to or is considering quitting or reneging on an agreement, we act to accept their request right away. In most cases we find that we avoid high-cost and high-maintenance transactions by taking this action. We often find that if the customer or student misspoke or recognized an error in thinking, the quick acceptance and threat of loss agitates them sufficiently and they contact us to cure the misunderstanding or breach. Accepting declines early and quickly is a dignified and respectful move of power.

The important consideration is that you take an action that is appropriate to your offer, one that preserves future opportunities with those you may want to involve or transact with again, and produces a sense and clarity and completion for yourself and those with whom you do not intend to make future Invitations and Offers.

The overall goal in the Move Complete – in any Move or Phase – is to leave the transaction with no further action to take, other than to move into the internal Assessment phase for yourself and/or with your team.

Judges must not wait on others to request or schedule important presentations of financial facts. Those accountable for the financial intelligence of the enterprise should and must meet regularly to review and assess the facts that make up what is being done and the overall fitness of the enterprise financially. Judges may tend to put off making announcements when confronting bad or negative facts. Do not make this mistake. Address bad news as soon as possible. Rely on the trusting-ness and the trustworthiness of your fellow team members to appreciate and recognize the need to know the facts as they relate to the enterprise. Make the facts known regularly even if you have no solution to any problem that must be solved.

Assessment of Completion

All questions about the process and effectiveness are considered in this Phase.

What tactics, weapons and strategies are most effective in producing compliance through the Moves and Phases of the Transaction?

What is missing in the processes?

Which processes, requests or procedures caused the most agitation or confrontational reactions?

What worked or did not work in the Move Complete from the processes of capture, production and reporting?

As a transaction itself, does the Plan and execution for the capture, production and reporting of the facts support the intentions of the Primary Transaction and move the transaction forward quickly and effectively?

What aspects or elements of the Move or the written agreement itself need to be assessed for Reinvention?

These are the types of questions to invent for the assessment of any transaction. In all cases, once the Transaction is Fulfilled, Satisfaction Metrics are captured and the transaction is Complete, it is then Assessed and continues as is or, is reinvented or exhausted. This is true for the Transaction for Complete as well.

DELIBERATE PRACTICE

Deliberate practice is characterized by five essential and necessary elements, which are:

1. Designed specifically to improve performance
2. Repeated a lot
3. Feedback is continuously available
4. Highly demanding mentally, and
5. Not much fun

This program is designed to support the deliberate practice of study and application of the Fundamentals of Transaction.

If you have not committed these five elements of Deliberate Practice to memory and can articulate your understanding of each as it pertains to your Primary Transaction – it is unlikely that you are applying them consistently. You must be able to speak them before you can act them.

While deliberate practice is important for all Moves and Phases, it is doubly so in the Move Fulfill.

YOUR BRAIN AT WORK

By David Rock

Consider what you have learned about your brain and how to apply it as you Invent for this Move.

INFLUENCE – SCIENCE AND PRACTICE

By Robert Cialdini

Embodying the Weapons of Influence means that you understand, can apply and are able to correlate them to situations and circumstances to gain the compliance of others.

You will be asked to demonstrate their use throughout this program. Refer to and use the book as you consider Inventing your Transactions for this Move or Phase.

Consider how each weapon can be utilized as you make requests, give instructions or make demands of others to take action. Use the weapons to gain compliance in the accumulation of the metrics you require.

PROGRAM MEASURES

If you have any question or concern regarding any aspect of the program measures please contact us during this Study to ensure their accuracy.

Concentrate. Breathe. Make invitations, offers and requests. Transact Powerfully.

STUDY APPENDIX

SATISFACTION METRICS

Action into Results

The Transactional Phase we identify as *Satisfaction Metrics* is an unavoidable, immutable and inescapable situation or circumstance any adult must address when attempting to transact in the marketplace. Simply put, as human beings transact, results are produced, and they are produced according to some determinate or condition of satisfaction for all involved.

Results 'are produced' as people work and act to fulfill on the commitments and promises that are made in any transaction. It is easy to observe people moving about in the marketplace attempting to transact with very little relationship to the actual results they are producing. The uneducated, misinformed, naïve, arrogant, conceited, or desperate individual who enters into the marketplace and transacts carelessly, regardless of their good intentions, is no different than a 'bull in a china shop'. They are indifferent to the results they are producing and, almost certainly do far more damage to themselves and others than they know. When people do not have a proper understanding of how to capture and measure what results are being caused through their actions, they have a very difficult time reproducing the actions that work, and are ignorant to those that don't. Only good luck prevents them from failing quickly and miserably. When people do not hold the proper context required to create the narratives of Satisfaction Metrics, they have a difficult time translating their Work and Action into recurrent useful results – which must be reproduced effectively, over a long period of time, to create any real and meaningful surplus in their Conditions of Life.

In the Phase Satisfaction Metrics we identify 'results' as a *Condition of Transaction*. Competence in the Conditions of Transaction is required for any ambitious adult to invent and build marketplace transactions that recurrently produce the metrics (results) required to reach lofty and ambitious aims in life.

The purpose of inventing and building a marketplace transaction is to satisfy our Conditions of Life. Human beings don't transact except to satisfy one or more conditions, and therefore, enter into every transaction intending to produce a satisfactory result or outcome. Outcomes *are* realized at some point, and in some measure, articulated as either satisfactory or not.

We further distinguish Satisfaction Metrics in this Study as an unavoidable and inescapable Condition of Transaction where Work and Action (Fulfill) are captured and translated into measurable and meaningful results.

In this Phase, we must know and apply the skills and practices required to transact with and gain the compliance of those with whom we transact closely, recurrently and on whom the success of our transactions depend. These consist predominantly of our internal relationships such as co-workers,

managers, employees, etc. but also includes external customers, vendors and ancillary entities, agencies, social organizations, and individuals.

The results of the Work and Action accomplished in the Transactional Move Fulfill are captured in the Transactional Phase we identify as Satisfaction Metrics.

The purpose of Satisfaction Metrics to *capture and report the results of each Move and Phase in the Transaction Cycle* effectively and efficiently is so that the managers and owners of the enterprise can properly Complete and Assess the transaction.

Satisfaction Metrics are the compliance measures gathered from actions produced in the Fulfillment of each Transactional Move and Phase.

These are the metrics we assign to the Moves and Phases in the cycle in order to capture the results produced from the actions taken (or not taken). In aggregate they make up the metrics that we will use later in the cycle to properly and effectively Complete the Primary Transaction and then accurately Assess it.

Satisfaction Metrics allow us to determine if we are on track to reach the aims intended for the Primary Transaction. If we are satisfied with the results Fulfilled on in the transaction, it should mean that we are 'on track' for reaching the aims we have.

These are 'compliance metrics' that when accurately invented, deliberately processed and rigorously assessed, allow us to determine the effectiveness of each Move and Phase and ultimately the Primary Transaction itself. It is important to stress that these are not the 'ultimate aims or goals of the Primary Transaction' but rather the specific measures (or assumptions) that are first - budgeted or planned for in the invention of the Primary Transaction (for each Move and Phase), and then secondly, measured against the actual results produced once each Move and Phase is Fulfilled.

Accurate thinking is required when inventing and/or reinventing the metrics of any transaction. Metrics must be determined (or assumed) during the Invention of the Primary Transaction and it is against these initial metrics that we measure and are able to assess our effectiveness in accurate planning, performance, productivity and satisfaction.

The purpose of Satisfaction Metrics is to ensure that each transaction meets with the satisfaction *you* require in order for you to fulfill on the promises and commitments you have made, and must produce in order to reach your aims.

The Satisfaction Metric Phase of the Transaction Cycle is a highly *objective* domain. To be clear, this Phase in the Transaction Cycle is not concerned with any narratives about 'what happened' that caused the results being measured but rather, it is only concerned with capturing, producing and reporting the measures (results). In this Phase there is only concern for results. Good or bad, there can be no sensitivity or concern for why the data is what it is. Simply put, the numbers, scores, grades, etc. are what they are – period. This requires an objective, black and white, yes or no ethic (best held by Producers and Judges) and any other view or commitment does not belong in the processes and practices associated with the Satisfaction Metric Phases of the Transaction Cycle.

Those accountable for capturing the Satisfaction Metrics of the transaction must become skilled at effectively capturing the metrics and this may require some training in the development of a pleasing personality, and cooperation. The job of those accountable for capturing results is to be able to gather data effectively without producing bad moods or attitudes.

It is useful to consider that "capturing metrics" is a transaction. It requires careful and deliberate consideration. As you study and invent this *Transaction for Satisfaction Metrics* notice that we

recommend producing the appropriate moods associated with 'Invitation and Presentation' as you work with others to gain their compliance in reporting results. For example, "inviting" someone to participate in the process of reporting their data produces far different moods than instructing them to do so without consideration of their aims and Conditions of Life. Managers who move without concern for the personalities, transactional behavior and Conditions of Life of those from whom they need reporting, tend to produce negative and bad narratives about this important process.

Regular, deliberate and timely reporting of measures can seem dry and routine. Performer personalities seem to have the most difficulty with regular reporting. They especially can relate to the reporting of their Work and Action results as a confrontation or loss of freedom. Without a proper context and a "meeting of the minds" regarding the importance of the Work and Action involved in the process, the transaction for Satisfaction Metrics can bog down and lose its meaningfulness and relevance. Framing the narratives of reporting and gathering Satisfaction Metrics as 'deliberate practice' that is needed for the individuals and the enterprise to reach the aims intended and the promises made, will help immensely in your efforts to have both internal and external customers comply.

As you look to prepare and report Satisfaction Metrics to your managers, team, owners, etc., consider the process as a transaction and pay careful attention to treat reporting as a 'Presentation'. What you are presenting to those accountable for Completion are the 'results' of the Transactional Moves and not any 'story' about them.

MEASURES

The Mechanics and Practice program is an "objective" program. Objectivity arises because 'concepts' are formed by a specific process and, as a result, bear a specific kind of relationship to reality. The objective approach to concepts leads to the view that, beyond the perceptual level, knowledge is the grasp of an object through an active, reality-based process chosen by the subject. Concepts (like any other mode of cognition) must conform to the facts of reality.^{xii}

Through the understanding and use of measures, you will demonstrate and prove your ability to invent and build effective transactions. You will produce – in reality – specific action; and 'action' will produce (or cause) results.

Measurement, according to objectivist philosophy, is the identification of a quantitative relationship, established by means of a standard that serves as a unit. The process of measurement involves two concretes: the existent (thing) being measured and the existent that is the standard of measurement. For example, one measures length in units of feet, weight in pounds, velocity in feet per second, etc.^{xiii}

The epistemological purpose of measurement is best approached through an example. Consider the fact that the distance between the earth and the moon is 240,000 miles. No creature can perceive so vast a distance; to an animal accordingly, it is unknowable. Yet man has no difficulty in grasping this distance. What makes this cognitive feat possible is the human method of establishing relationships to concretes we *can* directly perceive. The distance from earth to the moon, expressed in miles, is reducible to a certain number of feet, and a foot is reducible to a unit that I can demonstrate and express by holding up a ruler. It works the same way in the other direction. A certain chemical reaction takes place in 4.6 milliseconds. A thousandth of a second is too small to be within the range of perceptual awareness, yet by relating this time interval, as a fraction, to one that we can apprehend directly, we can grasp and deal with it as well. *The purpose of measurement is to expand the range of man's consciousness, of his knowledge, beyond the perceptual level: beyond the direct power of his senses and the immediate concretes of any given moment... The process of measurement is a process of integrating an unlimited scale of knowledge to man's limited perceptual experience – a process of making the universe knowable by bringing it within the range of man's consciousness, by establishing its relationship to man.*^{xiv}

Reduction is the means of connecting an advanced knowledge (knowledge we do not have today) to reality by traveling backward through the hierarchical structure involved, i.e., in reverse order of that required to reach the knowledge. “Reduction” is the process of identifying in logical sequence the intermediate steps that relate to a cognitive item to perceptual data. This process is a requirement of objectivity.^{xv}

The idea of saving one million dollars becomes perceivable when reduced to a monthly dollar amount saved over a number of years; \$2200 a month for 20 years or \$3440 for 15 years or even \$6110 over the next 10 years for example.² It is no different if you are losing weight or taking inches off a waist size, writing a novel, learning a new language or building a Primary Transaction.

Once the units are defined, it is possible to go in the other direction and expand or scale the process to satisfy a current condition or accurately assess an outcome objectively. In other words if all that is available to save each month is \$2200, the reality of your current situation is that it will take 20 years to produce a million dollars in savings. To behave as if \$2200 saved each month will produce any other result is not objective.

Put Your Mask on First

It is YOUR aim that must first be articulated and planned for as you look to invent and reinvent transactions. A major error in planning (assuming any planning is being done at all) is that most business managers and generalists look at transactions from the common and flawed perspective of taking care of the customer first. The narratives perpetuated by The Current, those that espouse and ensure your success is a given or even “guaranteed” if you “just” or “simply” take care of the needs of your customer first – are simply incorrect. It sounds wonderful, but this kind of thinking is too general and it is unsound. The thinking that produced popular movements such as those that espouse as ‘prosperity through positive mental attitudes’, empowerment and even new age “laws of attraction” for example - are steeped in a dangerous mix of ignorance, naivety, hope, and modern mysticism. Where there may be a beneficial place for these ethics and beliefs, and we acknowledge that many people find great strength and help in their personal life and development through these notions and discourses, they are of little value in the objective domain of marketplace transactions. For sure, they are of no help at all in the development and application of gathering, producing and reporting results in transactions (Satisfactions Metrics).

The instruction given to you on any commercial airline flight about putting your oxygen mask on first before attempting to help anyone else applies here as well. You must invent and build the metrics that measure your satisfaction in order for the transaction to support your aims in life.

You are not building your business enterprise or career for your customer – you are building it for you. You are building the transaction to take care of yourself, your family, your concerns you’re your Conditions of Life. You must know what each transaction must satisfy for you – first – then build the metrics that must be fulfilled to satisfy the balance of the transaction for the customers that are appropriate and can satisfy the obligations they have agreed to.

REVENUE METRICS AND PROFIT METRICS

It is useful to consider the front-end of the transaction cycle – the Moves and Phases that exist from Invent through Contract – as activities meant for the production of revenue or income. Likewise, it is valuable to consider the backend of the cycle – the Moves and Phases from Contract through Assessment – as activities meant for the production of profit.

² Assumes monthly contribution with an annual yield of 6%.

Revenue production is generated and caused through the actions taken in the Moves and Phases of Invitation, Presentation and Contract. These are activities and actions that are required to produce money. Those who are accountable for Invention, Invitation and Presentation, (ideally Inventor and Performer personalities) and those accountable for the Fulfillment of Contracts (ideally Producer personalities) need to and must be held to specific measures that satisfy the overall demand for revenue in each transaction. As they Fulfill on the obligations of their accountabilities, metrics are captured and accumulated as part of the Move Fulfill in the Satisfaction Metric Phase of the Primary Transaction.

Profit production is generated and caused through the actions taken in the Moves and Phases of Fulfill, Satisfaction Metrics and Complete. These are the activities and actions that are required to satisfy the obligations (promises) of each transaction. Those accountable for the Fulfillment of these Moves and Phases (ideally Producers and Judges) must be held to specific measures that satisfy the overall delivery of the obligations to the satisfaction of the enterprise, and the customer; and they must do so with specific measures that ensure each transaction is profitable.

When each transaction in the enterprise is invented properly, metrics for the satisfactory production of revenue and profit are established. Do you know if your transactions are profitable?

The person(s) who must rely on the Satisfaction Metrics of the transaction, are almost always those who have the financial accountability in the company. It is incumbent upon them to work with those accountable for Fulfillment in each Move and Phase to ensure that the results from each are captured and reported to them accurately, effectively and efficiently.

Internal Customers

As the transaction transitions from Fulfill to Satisfaction Metrics the focus becomes almost exclusively aimed at the organization itself. Though the use of the metrics may be to support sales efforts as evidence and proof, almost all aspects of the Transaction for Satisfaction Metrics are built for use internally.

With this in mind it is useful to relate to the 'customer' as those who are transacting internally – we refer to them as 'internal customers' or 'team members'. These are your co-workers, your boss, managers, employees and to some degree strategic partners, vendors and the like.

As you speculate and invent the Transaction for Satisfaction Metrics, you are building it for your management team and internal customers. Your invitations, presentations, agreements (contracts) and plans for fulfillment for capturing and reporting of the measures of each transaction (collectively your Primary Transaction) are to be designed, made and implemented for your internal customers to use to produce the facts about the transaction in the Move Complete. It is on these facts that assessments are made and narratives are reinvented or not.

Conditions of Transaction

Of significant importance to the most ambitious members of any society, must be a rational and responsible relationship to the results produced by its members and the organizations, corporations, governments and agencies they represent. Ambitious adults must work together to establish measures that hold individuals who seek to transact with them to specific conditions of satisfaction and accountability for the results they produce. Societies must be deliberate and diligent in requiring of individuals a measure of accountability for the conditions they cause and the consequences of their actions – in reality – in the world. If the conditions of society improve as a result, the individual(s) must be allowed the opportunity to benefit in direct proportion. So too ought they be held to account for any harm or damage. This requires accurate demonstrations of accomplishments that are captured and reported under specific terms. *"In medicine, a well meaning ignoramus is not a doctor but a quack. In an emergency, he may endanger the life of [another]. In politics, an aroused and zealous but misinformed*

citizen is a menace. He and his fellows may endanger the liberties and lives of millions, including their own. In our own time, the ruins of Hamburg and Berlin, of Hiroshima and Tokyo, have stood as monuments to the high cost of ignorance in international politics^{xvi} The indifference to the long-term outcomes that are produced when governments, societies, religious institutions, political and social organizations take actions that are aimed at oppressing or constraining those in other cultures, those who have different beliefs or concerns, while having little objective affect on their own situations - must not be allowed to escape the consequences of their actions. Members of agencies, corporations and institutions who act and cause harm to society or individuals in it, will only respond to the level in which they are held to account, and if there is no measure set prior to the acts being taken, it is difficult to find fault with anyone except those who allow the acts to occur unmeasured in the first place.

We do not transact for any reason other than to take care of our Conditions of Life. Every transaction, regardless of its simplicity or complexity, has as its constitutive elements every Move and Phase of the transaction cycle we study. Each of these Moves and Phases exists and must be tended to if we are to transact powerfully in the Current marketplace. We must learn and apply the principals and mechanics that have us make Invitations, Presentations (Offers), commitments (Contracts) and we must keep our commitments through the Labor, Work and Action required of us and others. Work produces results that are either satisfactory or not. Every transaction Completes and at some point, we evaluate and assess the transaction as one that we must, can or ought not continue depending on our Chief Aims in the Conditions of Life we intend to satisfy through it. Like the Conditions of Life we have come to know, we cannot escape these Conditions of Transaction – we can only ignore them or effectively tend to them. How we tend to them will determine our measure of success in each transaction in which we participate.

In future programs, you will have the opportunity to work on and consider the importance and meaningful role that Satisfaction Metrics play in other Conditions of Life such as Membership, Politics and Sociality. In preparation we recommend deliberate practice in learning and applying the mechanics needed to build and invent your Transaction for Satisfaction Metrics in this program.

PROGRAM MEASURES

If you have any question or concern regarding any aspect of the program measures please contact us during this Study to ensure their accuracy.

Concentrate. Breathe. Make invitations, offers and requests. Transact Powerfully.

ⁱ Bossidy and Charan; *Confronting Reality – Doing What Matters to Get Things Right* (Crown Publishing, 2004)

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ⁱⁱⁱ John Dewey and Arthur F. Bentley, 1949 *Knowing and the Known*; Boston: Beacon Press, P.61

^{iv} Ibid., p 61

^v Goodyear, Lloyd Earnest: *Principles of Accountancy*, Goodyear-Marshall Publishing Co., Cedar Rapids, Iowa, 1913, p.7

^{vi} Singh Wahla, Ramnik. *AICPA committee on Terminology. Accounting Terminology Bulletin No. 1*

^{vii} Friedlob, G. Thomas & Plewa, Franklin James, *Understanding balance sheets*, John Wiley & Sons, NYC, 1996, p.1

^{viii} Carruthers, Bruce G., & Espeland, Wendy Nelson, *Accounting for Rationality: Double-Entry Bookkeeping and the Rhetoric of Economic Rationality*, American Journal of Sociology, Vol. 97, No. 1, July 1991, pp. 40-41,44 46

^{ix} Lauwers, Luc & Willekens, Marleen: "Five Hundred Years of Bookkeeping: A Portrait of Luca Pacioli" (Tijdschrift voor Economie en Management, Katholieke Universiteiten Leuven, 1994, vol:XXXIX issue 3, p.302),

^x www.ifrs.com

^{xi} www.summaries.com summarized with permission from copyright holders to the book *Financial Intelligence* by K. Berman, PhD and J. Knight. (Permission pending for use in this study).

^{xii} J. Landauer and Joseph Rowlands 2001, *Importance of Philosophy i/Introduction Text- p ii*

^{xiii} Ibid, Introduction Text p ii

^{xiv} L. Peikoff 1991, *Objectivism* (Meridian)

^{xv} Ibid, same

^{xvi} K. Deutsch, *The Analysis of International Relations*, 1968; Prentice-Hall, Inc/Harvard University p.5