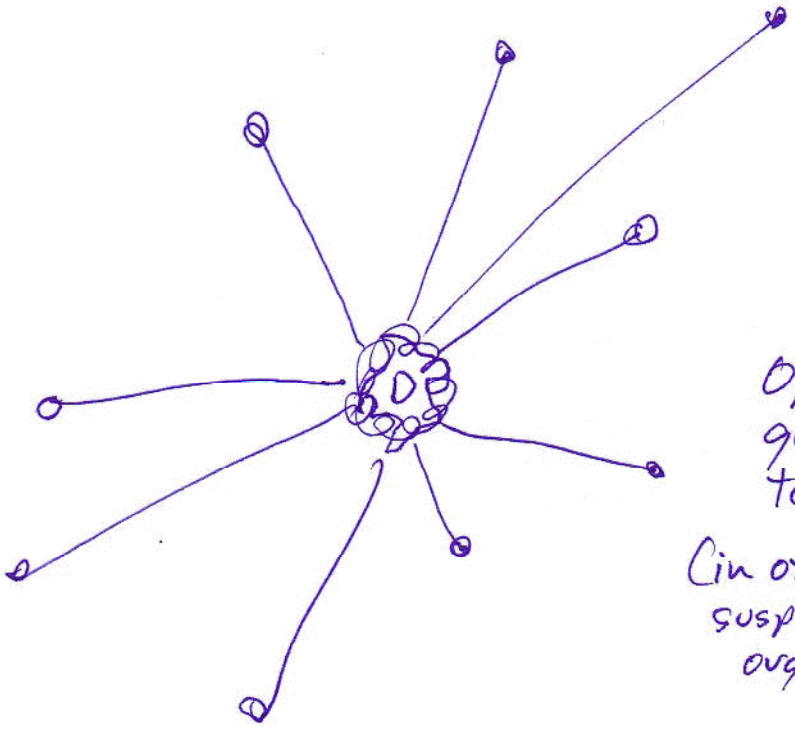
Evolution of how we saw the franchise

~ 5 yrs

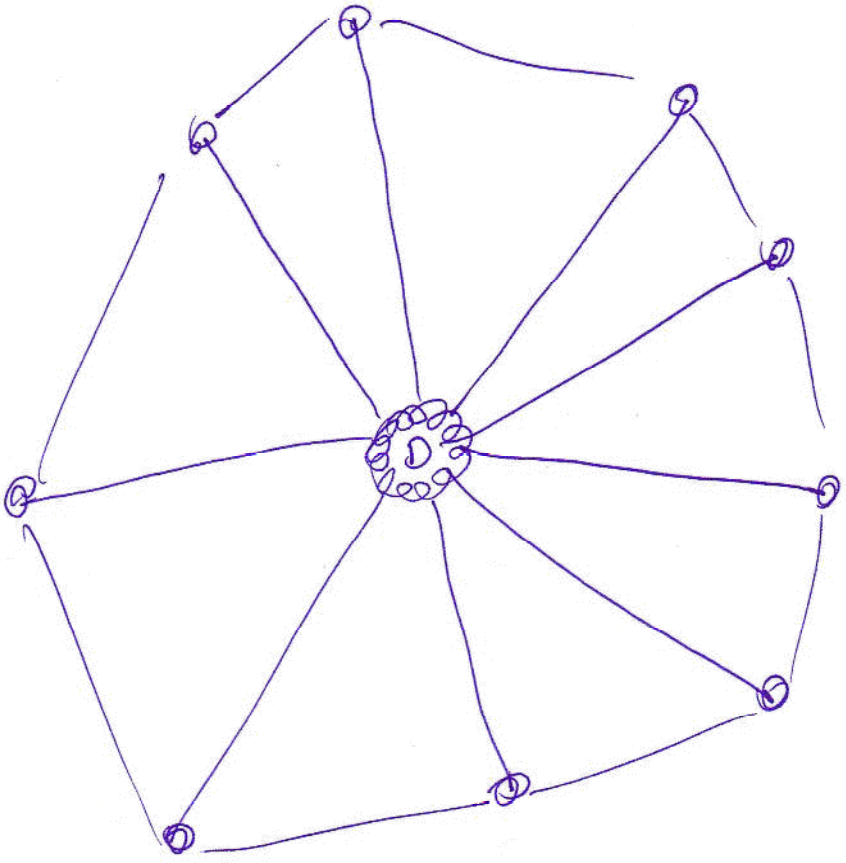


(1)

Open & help bakeries give good service teach, train

(in other franchises, actual suspicion of owners organizing)

~ 5+ yrs



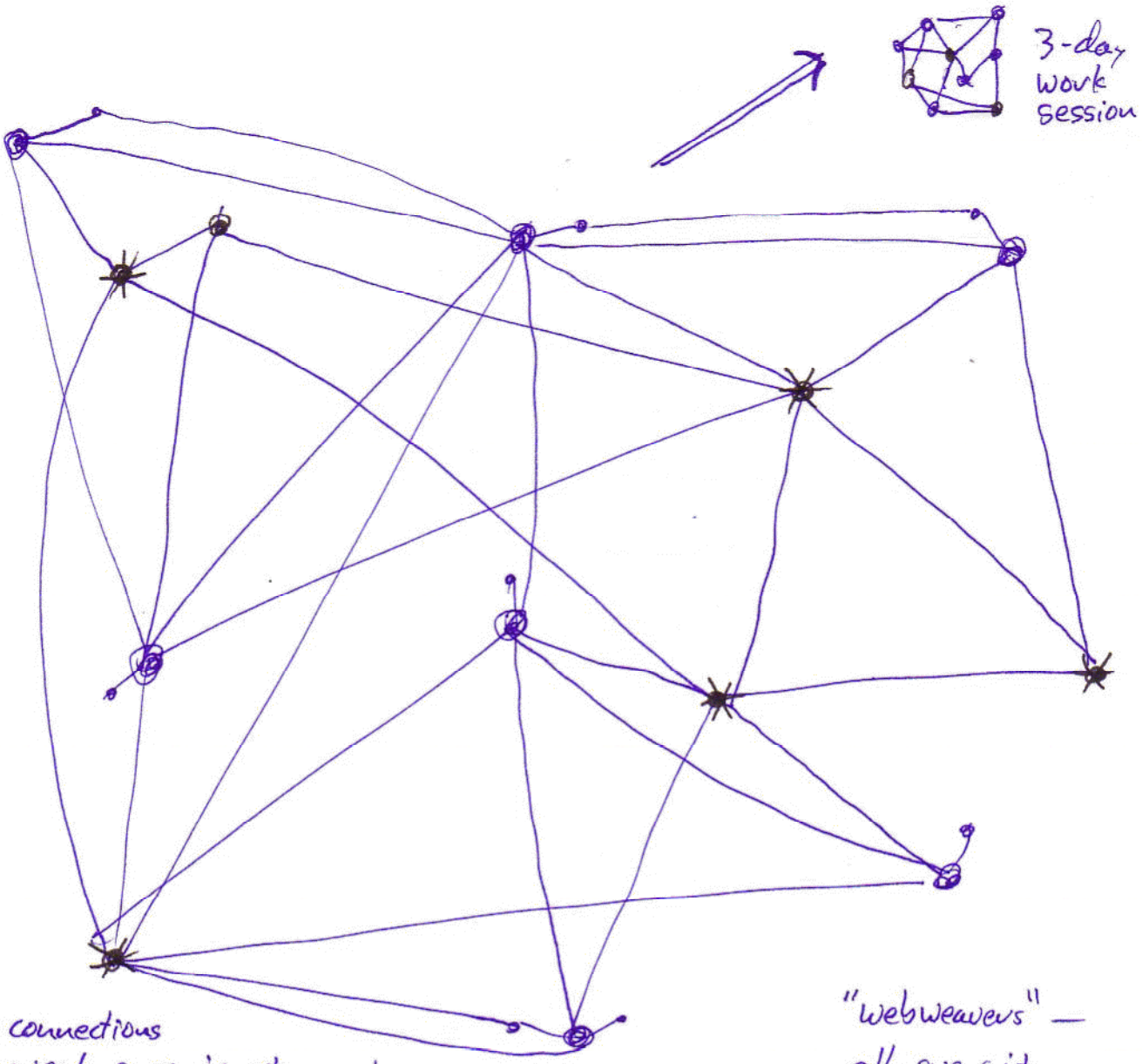
(2)

Spoke & rim is stronger

Involve "rim-staff"

Help owners link up "out there" & we'll distill.

Similar to community (them) & K-base (us)



3 strong connections + 5-10 weak ones is strongest

"webweavers" — all over it.

Notice the lines that aren't there. Don't try to overconnect.

or, paid acting troupe on the dance floor, crowd going wild.

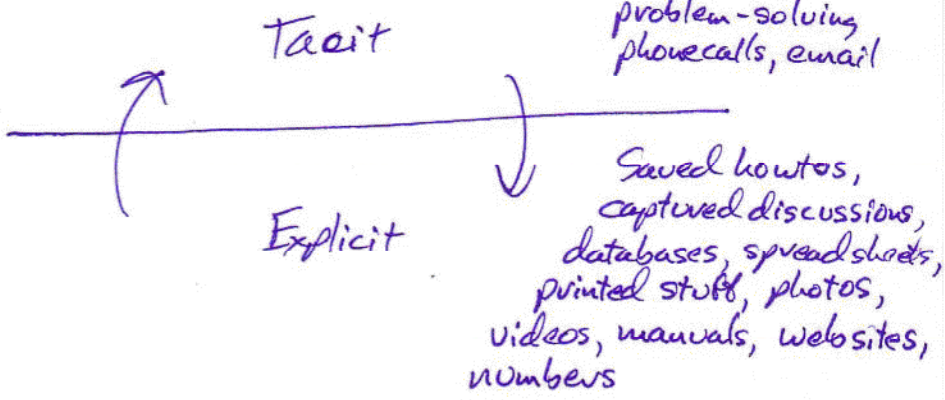
⊙ = Bakery Owner • = employee

✶ = Dillon

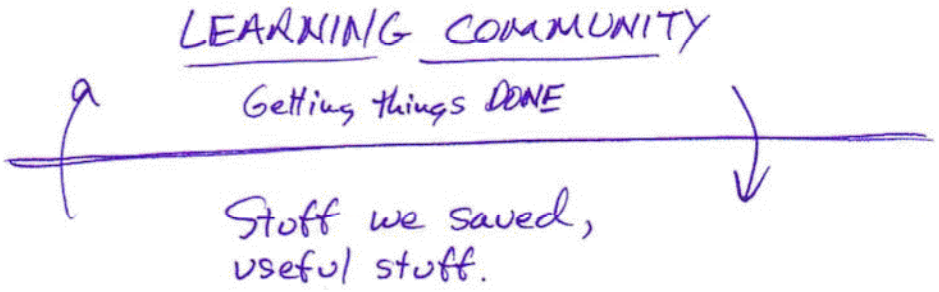
"Convention" or "Dance" model — people clump, dillon folks work full time introducing them to new friends, new ideas, new materials or resources. Royalty = energy, but they do it all themselves once started.

Nothing Dillon does they couldn't do themselves — in theory. In practice, the royalty signifies a huge commitment to "make it happen"

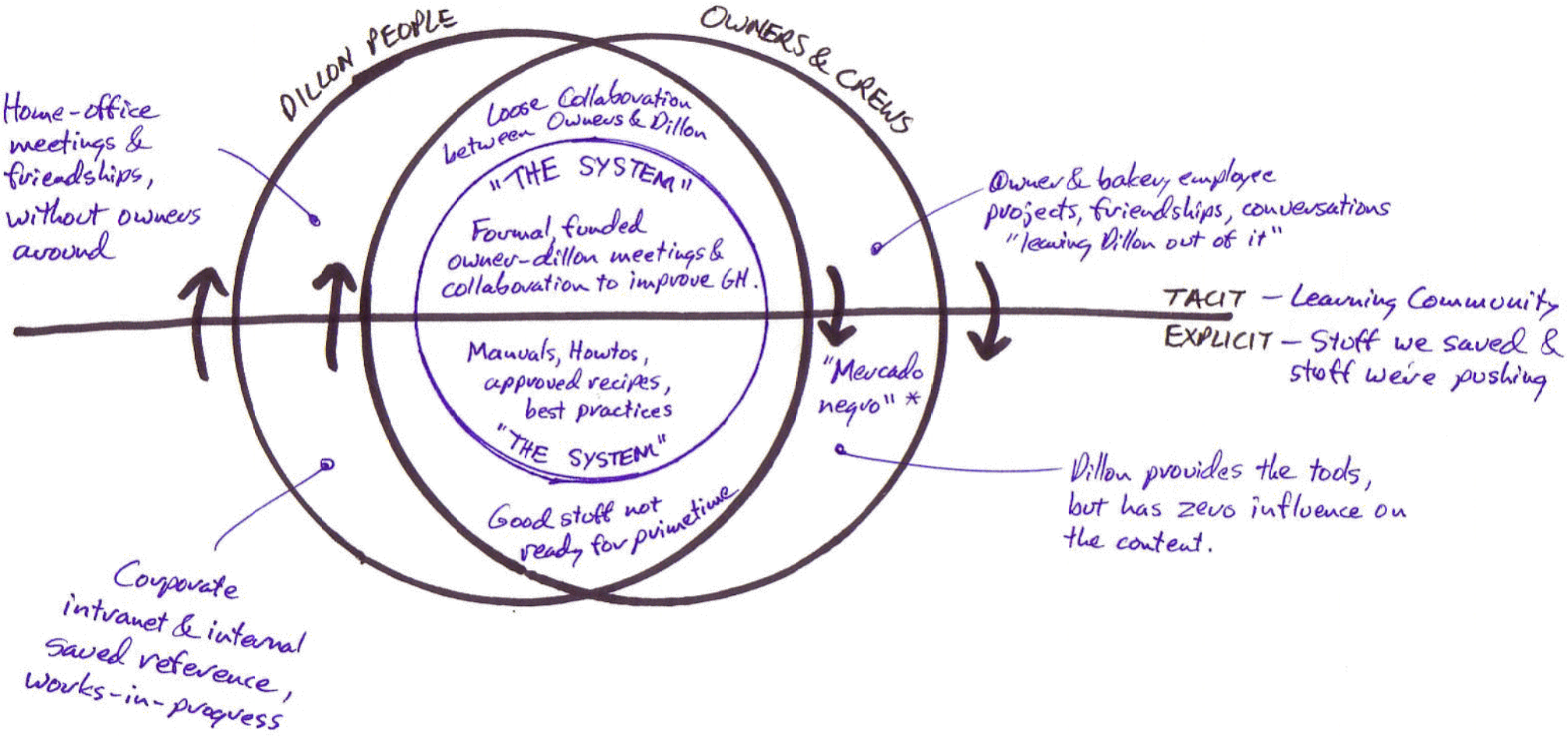
KM at it's most boiled-down:



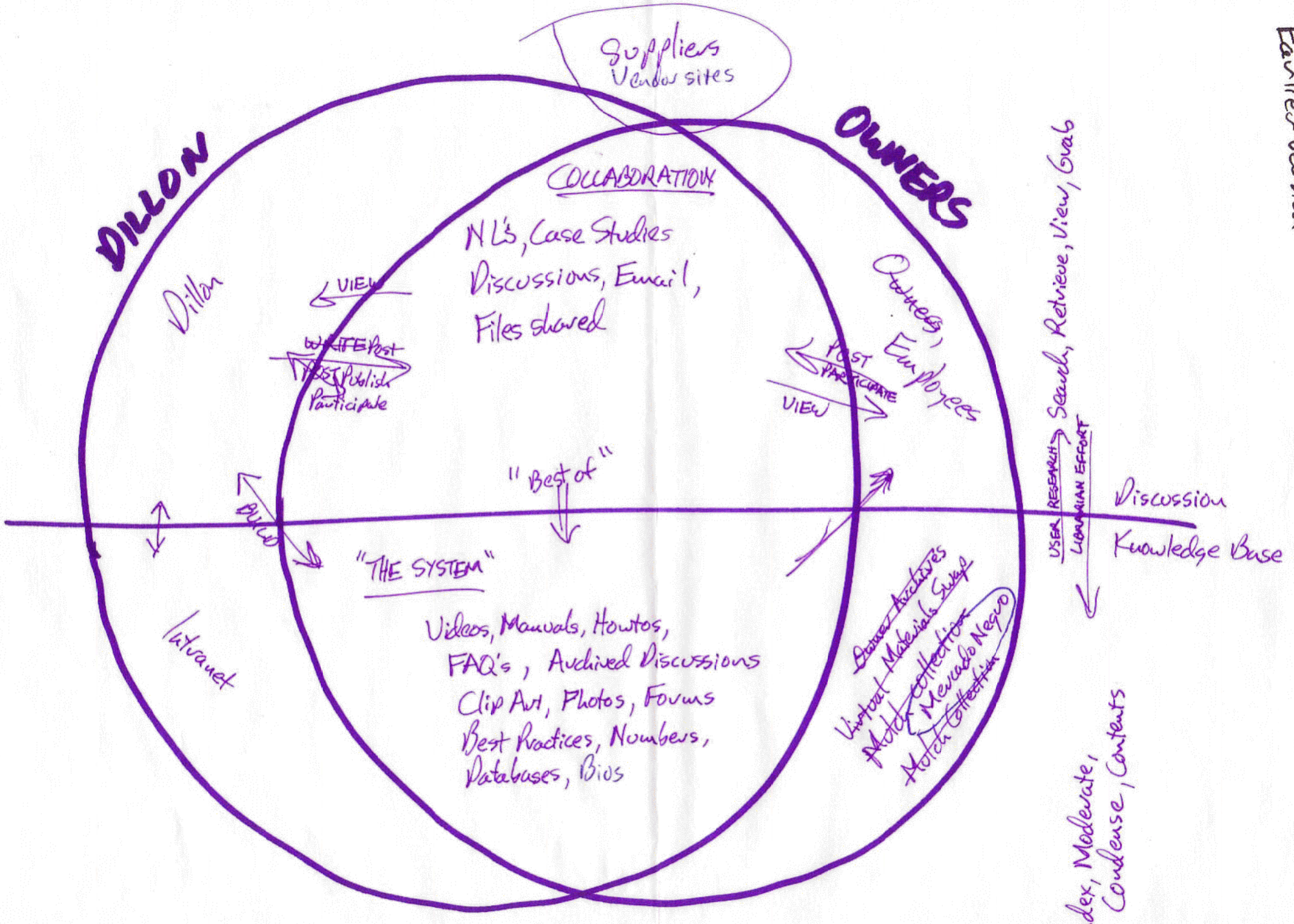
GH version, at simplest:



But move precisely: ⟲→



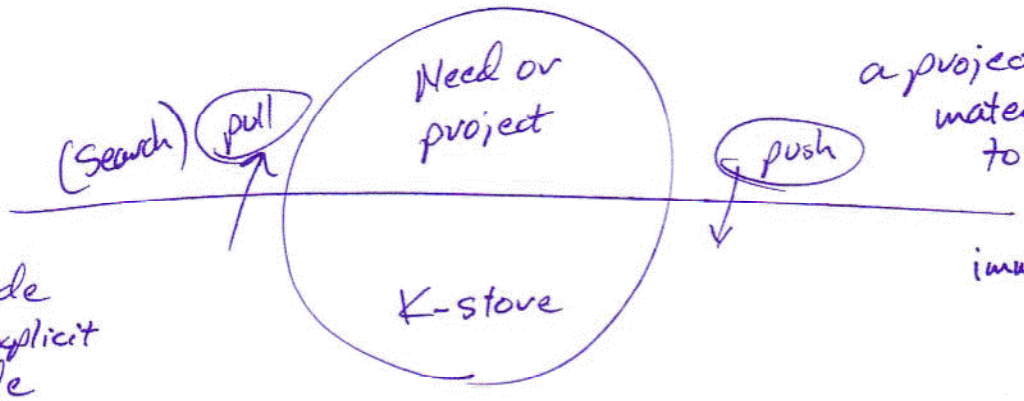
(* In Latin America its common for a town to have a "mercado principal" or main market, and in another part of town a "mercado negro" – sometimes much bigger. Directly translated it would be "black market" but it doesn't have our negative connotation. Its a big, noisy, legitimate place, just a lot looser.)



Earlier version

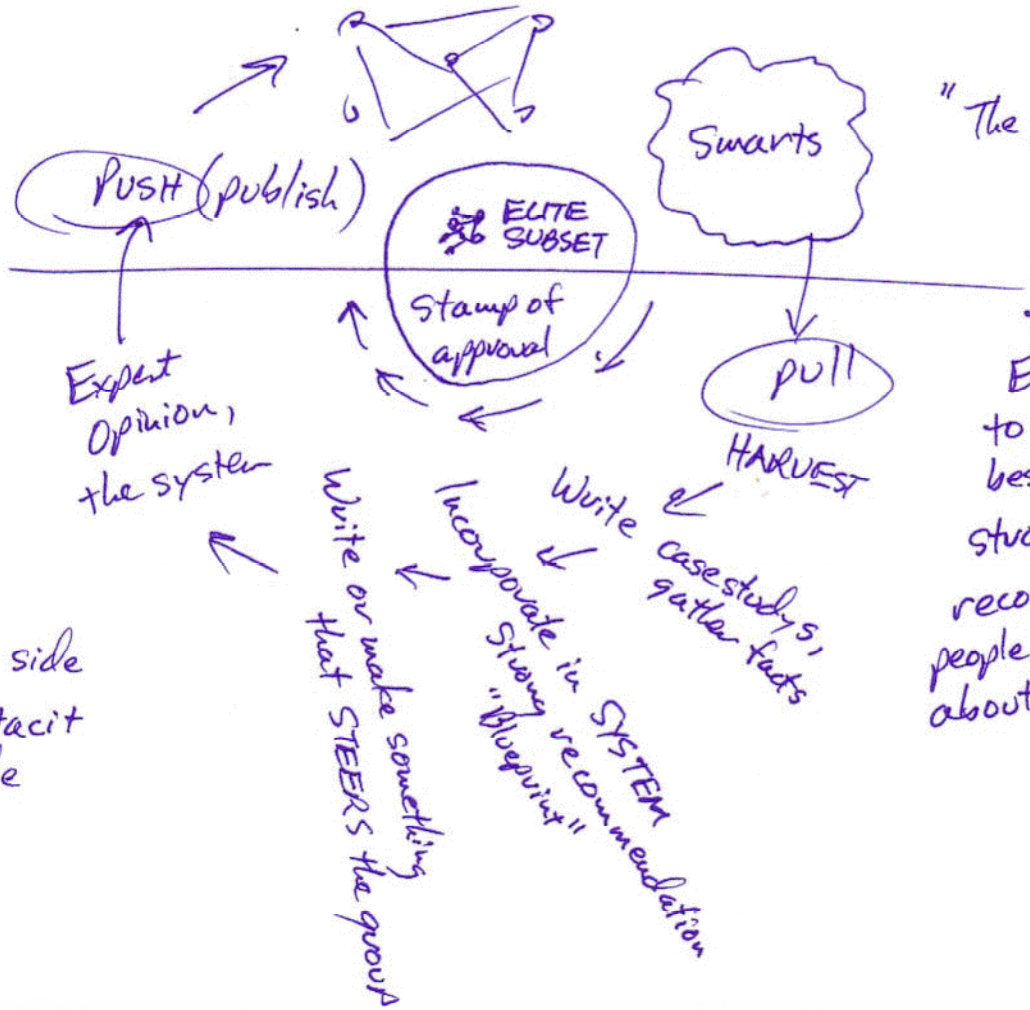
MEDIA: HTML, Email, Paper, PDF, Photos, ~~Files (Word~~
Files: Word, Excel, etc

~1999?



a project, drawing on materials, & adding to them. Energy comes from immediate need.

Tacit side
Using explicit side

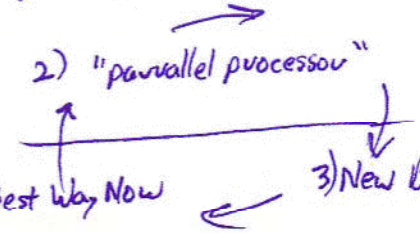


"The printing press"

This is how we make a free franchise. Energy is APPLIED to filter out the best, make a strong, coherent recommendation people can be excited about.

Explict side
Using tacit side

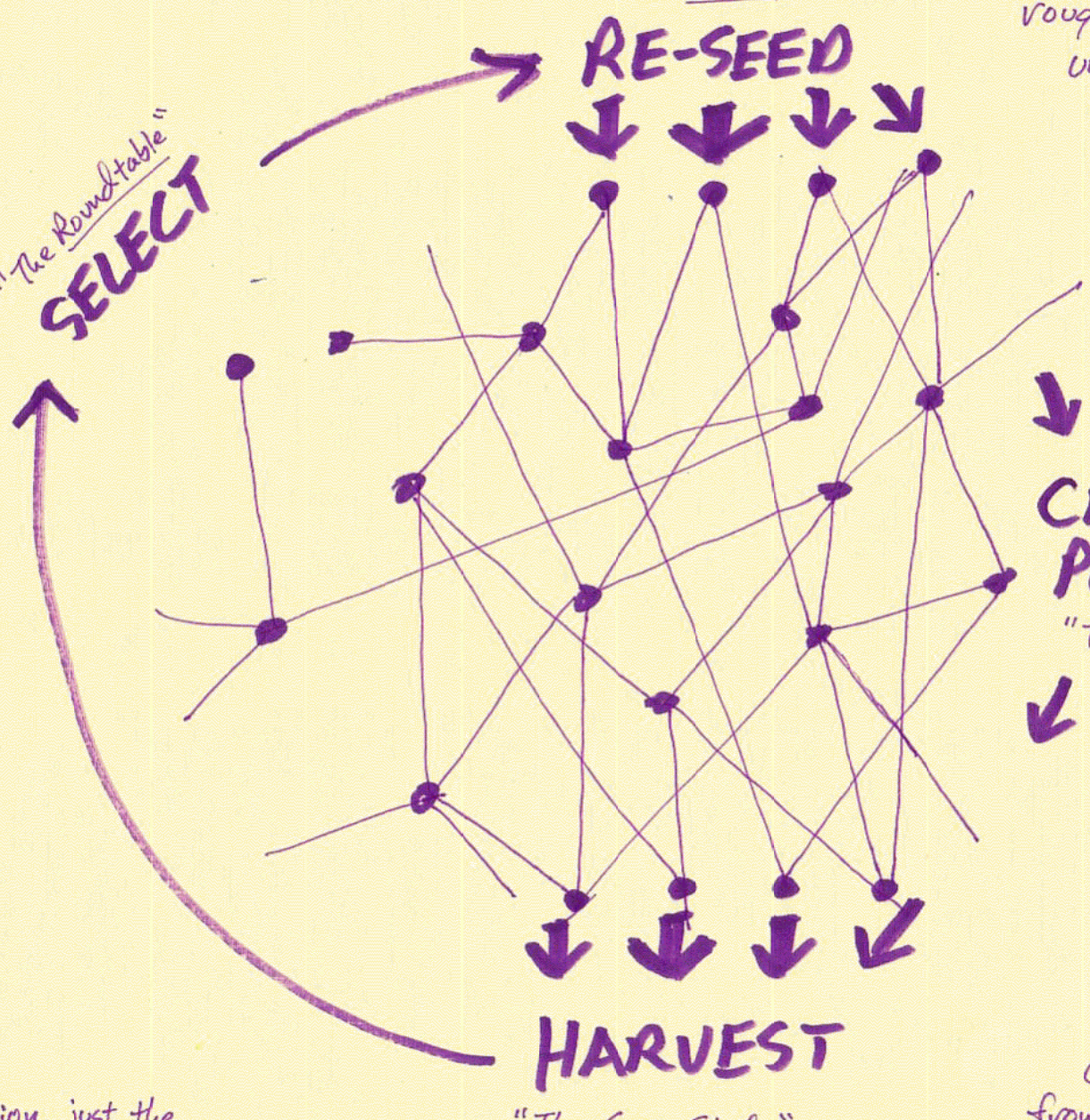
Reconciling this view with the iterative learning cycle view:



"THE LEARNING CYCLE"

SELECT = Roundtables, debate, expert opinion. Consumer Reports: which is BEST? Filter, reject, distill, argue.

RESEED = Visualize, Define, Describe, create models, publish blueprints, challenge, risky rough drafts, R&D suggestions, untested hunches. Published Materials to start next cycle. Interim Standards & recommendations. "Editor's Choice," awards, commit to a "best"



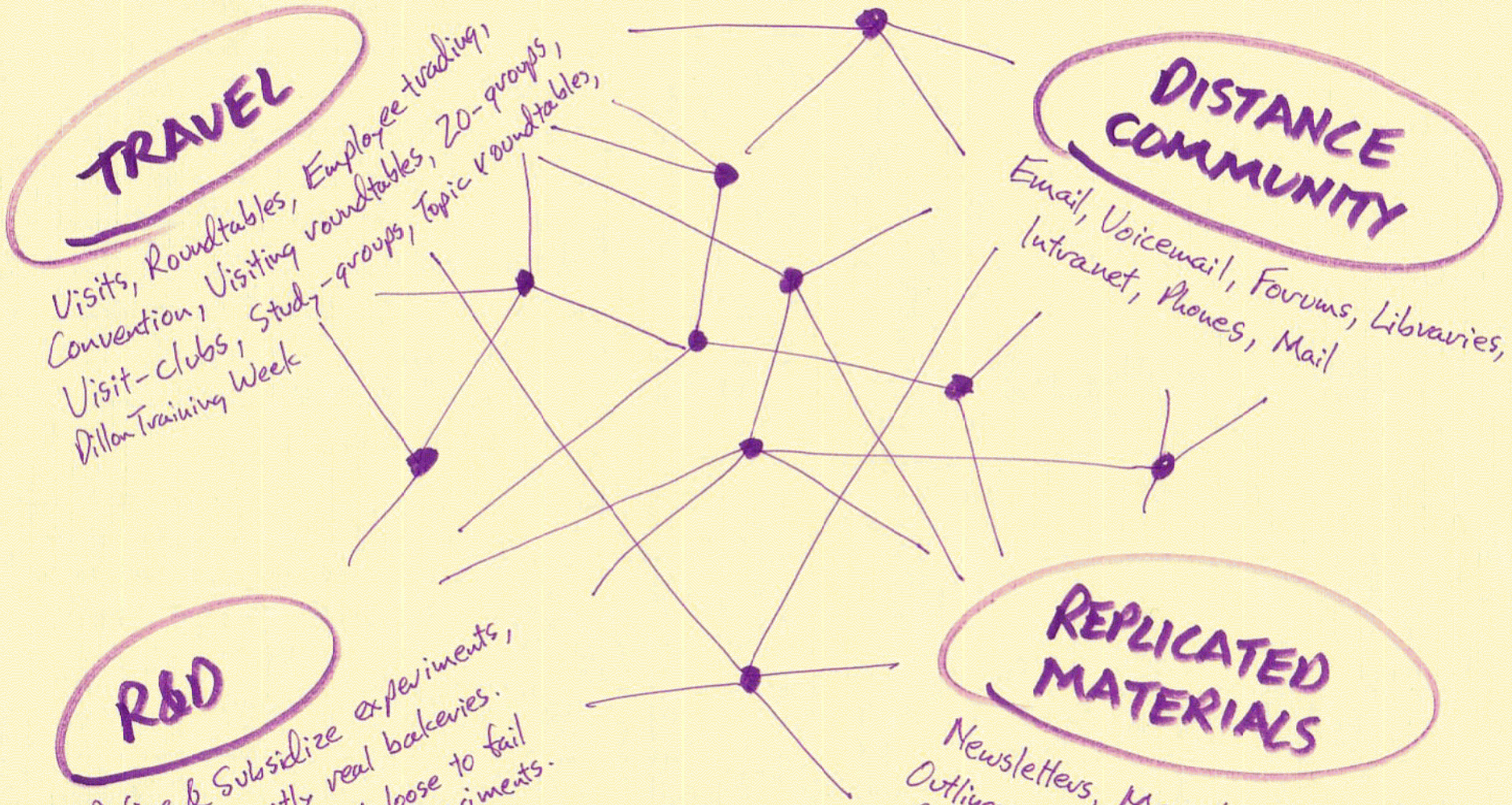
A FULL LEARNING CYCLE NEEDS ALL FOUR PARTS.

HARVEST = No opinion, just the facts. Case Studies & measurements. Unbiased reporting. Journal Articles. Call the experiment done, collect results

* SEE PAGE 2!

Duct tape & baling wire. Tricks.
CROSSPOLLINATE = Learn from each other, try, fail, iterate; Learning Net, with each node only 5-10 connections. Testing in the real world.

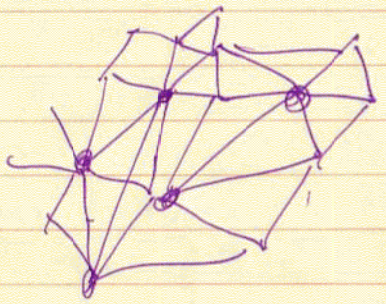
4 NEEDS OF A LEARNING COMMUNITY:



(N1990?)

NO

linear, predictable, optimizable, brittle



YES

redundant, non-optimized, unbeaurocratic, self-healing

SSCH's
WTG's
CP calls
Sysops
Regional representation

("Truncate" don't "distill")

Addictively Superfun Learning Network.
A daring & radical experiment
Cheerfully risk failure to learn, to invent something brand new
Be in love with what we are, who we are, be proud of what we're doing
World's coolest, simplest communications structure
Lots of strong leaders & excitement in fresh ideas

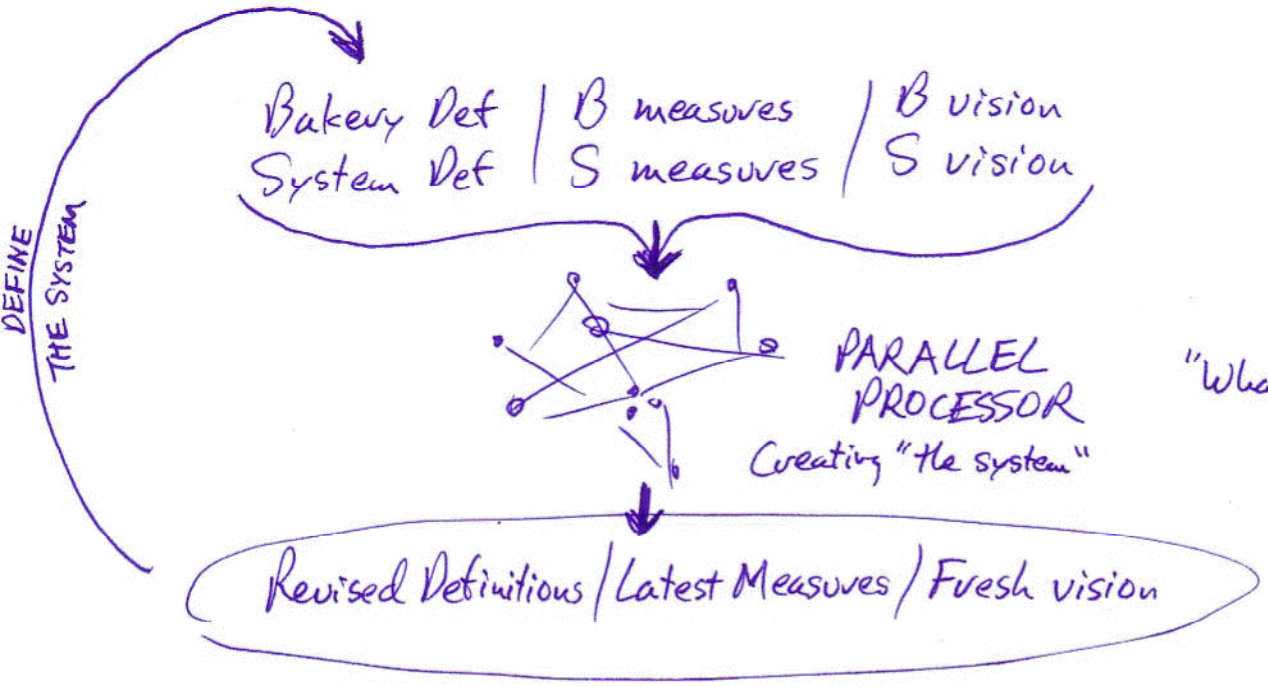
Bakery Def	B-measures	B-vision
System Def	S-measures	S-vision

PARRALLEL PROCESSOR

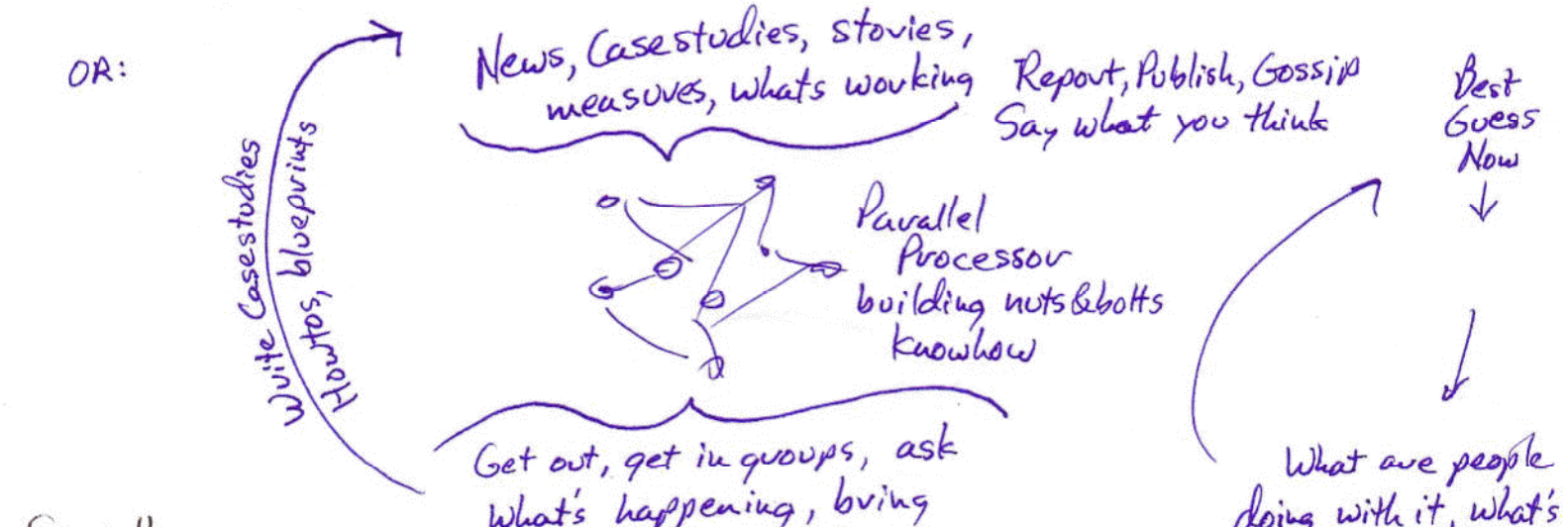
New Definitions	New Results	Next Vision

RICHLY CROSSCONNECTED LEARNING COMMUNITY

I liked this view (1999)



OR:



See p. 11
Quick Harvest/Reseed us
Core Definitions, measures, visions

Note that half the battle is burying the old "best guesses" from 3 years back. Good for people to be able to find & re-read a classic. But overall, what you TRUST is what you're hearing TODAY, on the grapevine.

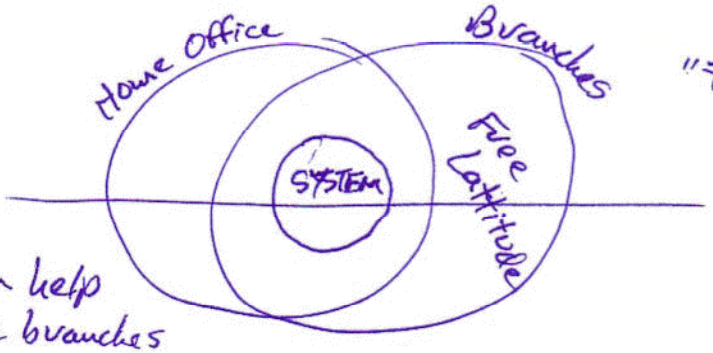
? Now, how does this apply in non-GH & non-franchise enterprises?

2 views of the SYMBIOSIS:

- Baker, Owner: If Dillon didn't exist, we would need to create it. Royalty, territory, marks, infrastructure, a team apart from the bakeries to energize the dance, and somebody to publish "THIS is what works and THIS is where we're going. Without that energy applied, we would all drift apart ~~in mediocre~~ & quit learning.

- Dillon: If we can make them SUPER successful in their bakeries and getting real business & personal value from the community, they'll send us money and we'll thrive. The day we run out of ways to REALLY help, it all goes to hell.

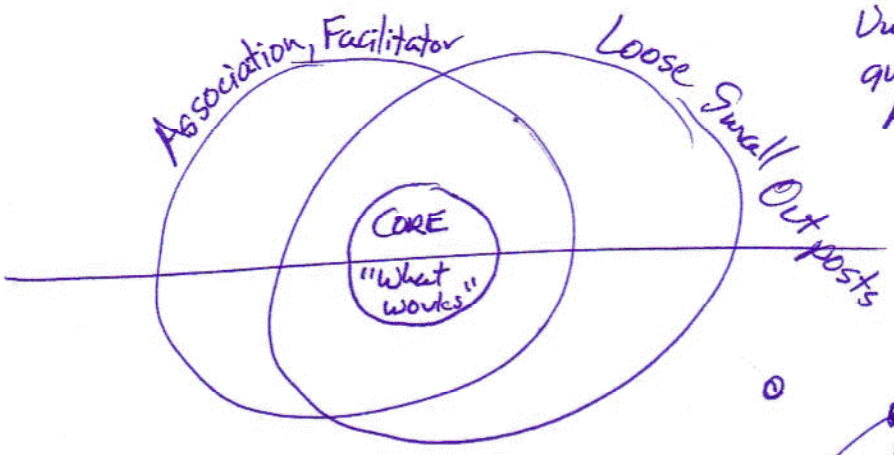
In another organization —



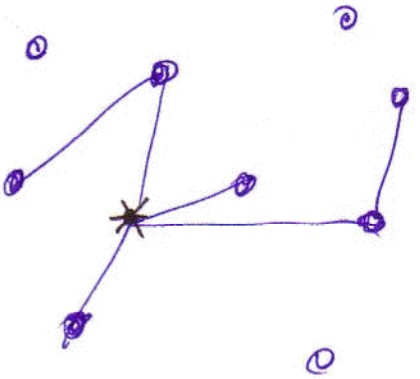
"~~They're the~~ "Home office is the glue that holds us all together & makes us strong"

"If we can help make those branches thrive, they'll send us money and we all do great"

Control thru constant learning & evangelizing the SYSTEM. Home office controls the printing press & funds the elite teams.



Radio stations, Universities, Research groups, hospitals, Ag research locally, etc



Much less money = fewer connections
Much less travelability
Not really competitous tho, eager to share
Lonely for own kind, excited by their work
Assn gather casestudies, seed the group, create a community. Publish.
The basics – somebody to travel & report. A visitor/reporter. Bee.
Distance community - email, blogs or discussions.
Infrastructure to allow easy save-&-retrieve materials

Plan & encourage gatherings & friendships
(You get what you pay for BUT "first convention" effect, steep part of the learning curve, bang-for-buck)

Learning
Community
Tools in hands
Cohesion, solidarity, leadership

} is this sufficient as a product or service?

A: Yes because it's necessarily all about getting things done, solving real problems, serving real customers, growing real organizations. Its how any organization gets built, on knowhow.

What's it FEEL Like?

Individual — all on five to solve a problem, do a new project, or put together something great. The exact perfect missing piece (idea, helper, fact, resource) is right there, 3" away, ready to grab & run. Good things happen without friction like on ball bearings. You're like amplified and rocket-powered.

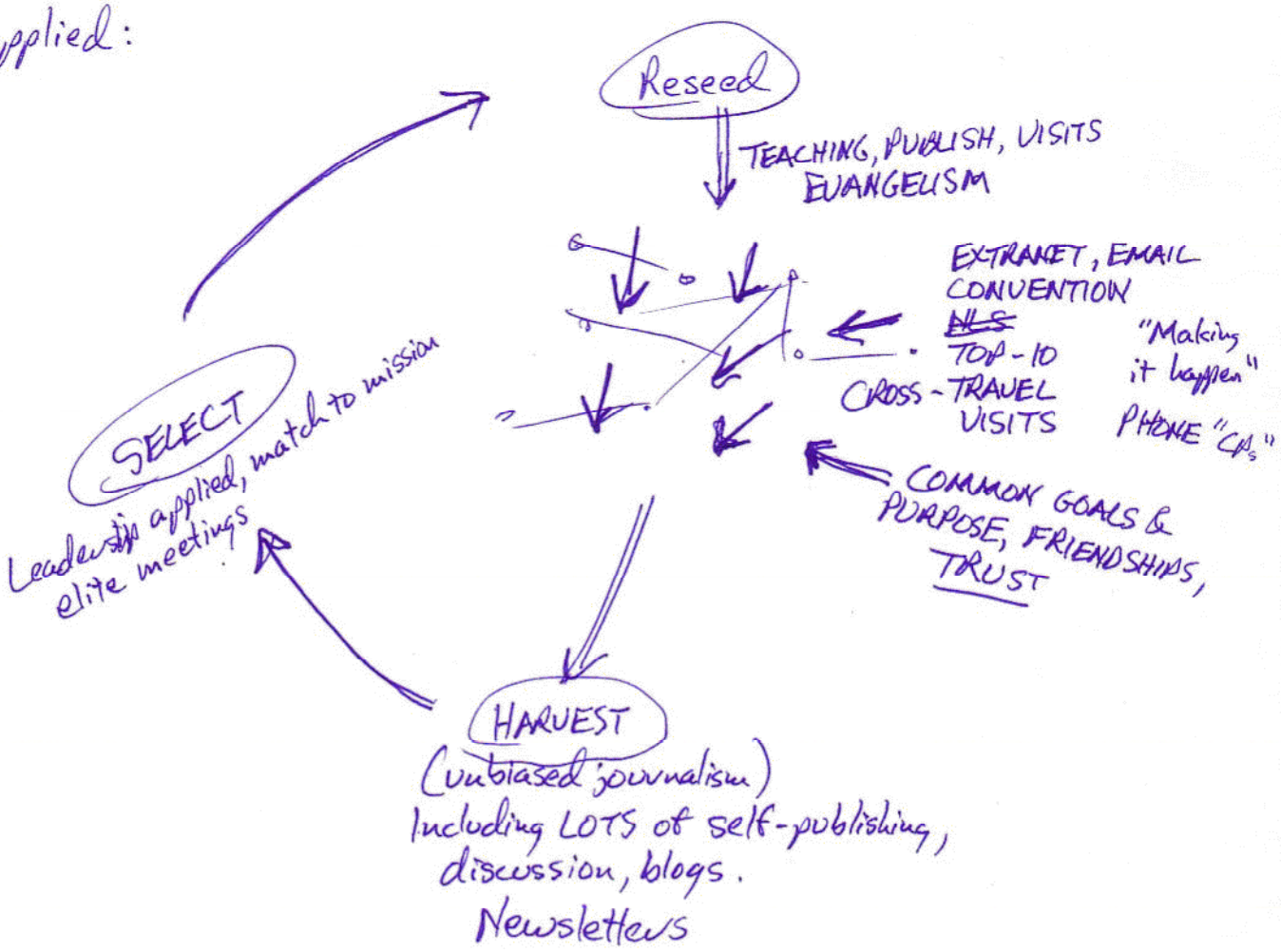
Organization — Huge energy and creativity released by near-total freedom, a chaotic energetic hum with loose cannons & rogue activity, yet everybody ~~just naturally~~ pulling it all together in a harmony around core beliefs, core goals, core understanding of what works, agreed on what the organization should look like and what needs to get done this month to make that happen.

Quarterly SSCH's

The use of the learning cycle to coalesce a diverse group of free owners, around one strong "family resemblence"

It steers itself - although a single strong voice helps.

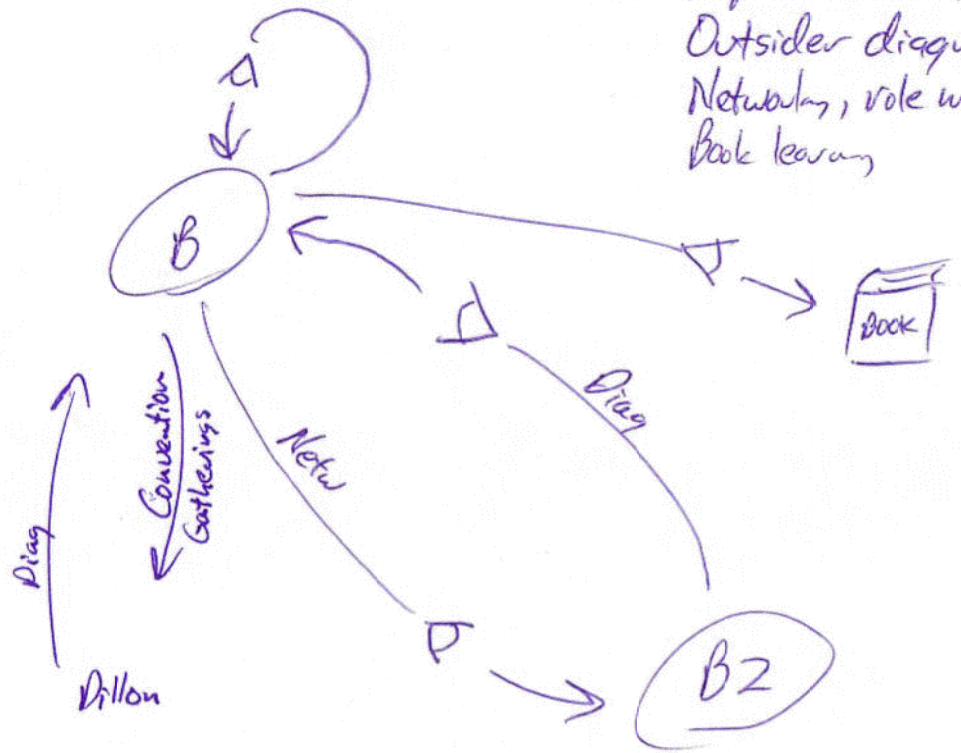
Energy applied:



We created 130 test-bakeries. Turned "training" into "learning" by nurturing the community ties & tools, making a wide variety of easy options to "catch up with the herd." It's not that you NEED 130 test bakeries (its just bakeries, not germ warfare!) but it was that FREEDOM that turned "training" into "learning" – you didn't have to do it that way. Not was like a sponge – took FORCE to push the knowhow thru it. But that energy, 1) cleaned dirt from the sponge at the same time it 2) fueslened the water. (paradoxically) I was our WAY to help people get very good at running bakeries. We made them thirsty (and they came to us wanting that) by making the bakery 100% theirs. Then we put all the freshest knowhow (best people, best practices) easy to get at.

How learning happens, from bakery viewpoint.

Experimentation, Self diagnosis
Outsider diagnosis
Networking, role modeling, going to see
Book learning



Situ

Right B2 — mission & market
Right ~~Balance~~ 6's — ~~# goals~~ had target goals. (GH Norms)
Right Balance — priorities. (6 fundamentals)
"Smart"

Why Diagnostic

(~1999? GOOD)

"Mindset"

"~~Substance~~ "Media"

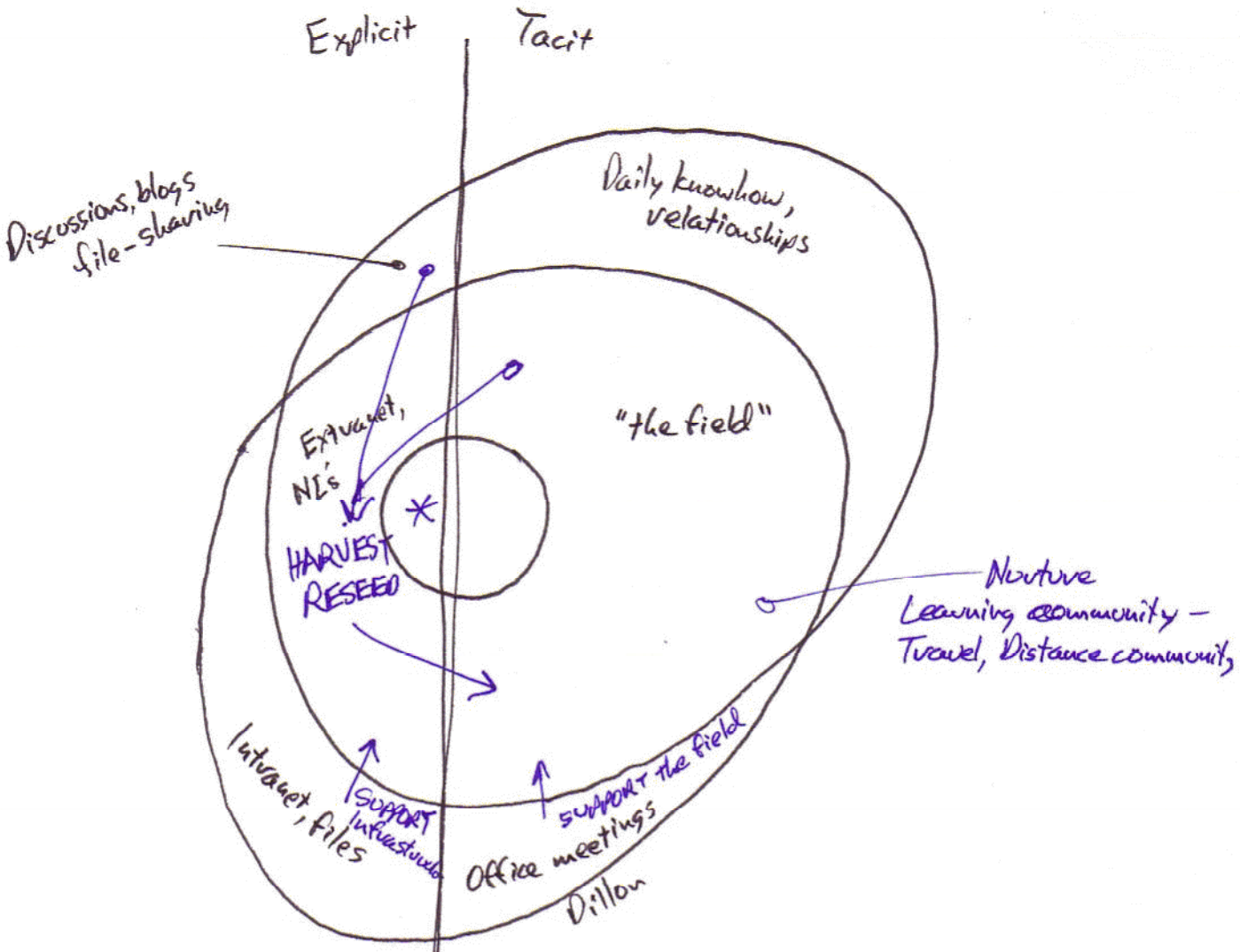
Travel
Distance
Replic
R&D

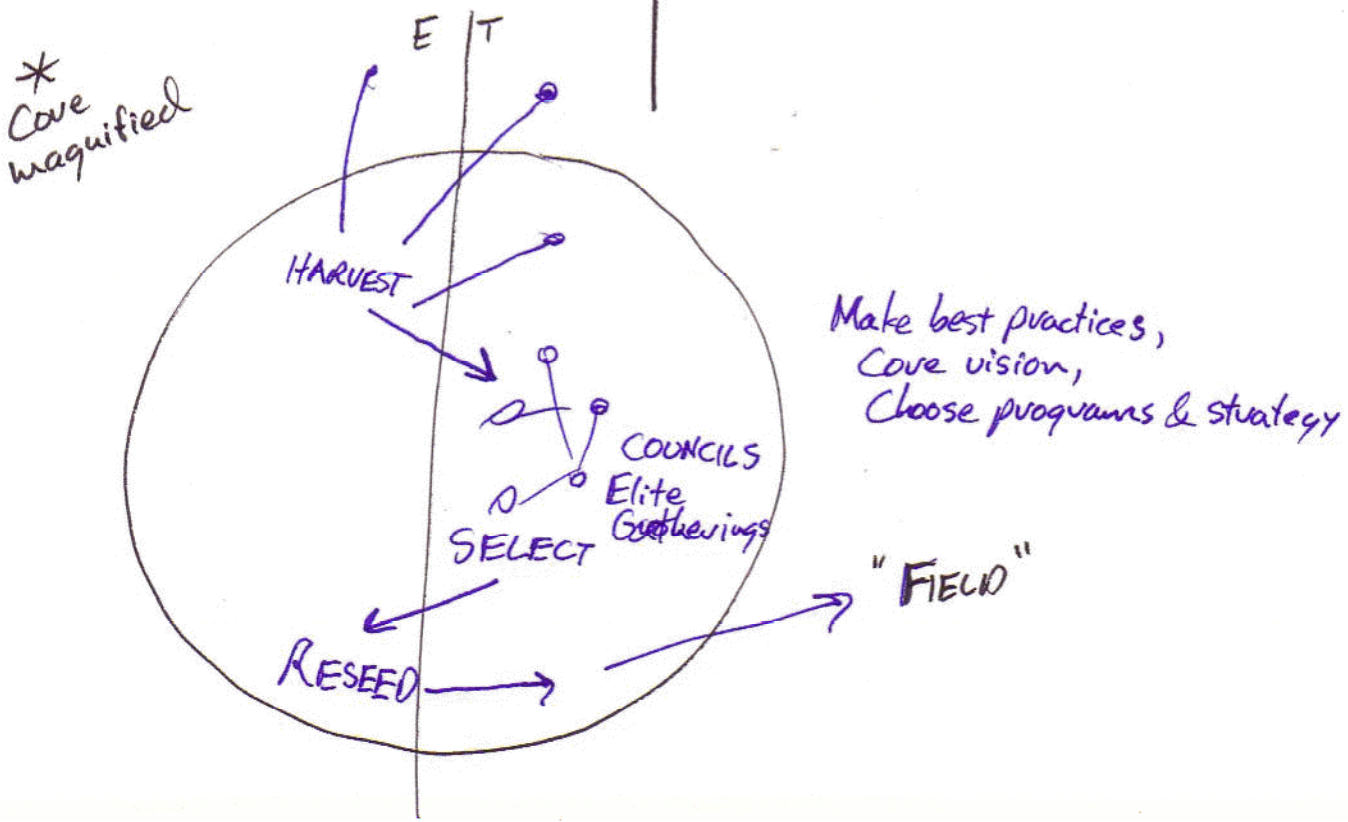
How Info travels

Patient – asking for diagnosis
Student – quietly studying
Tourist – open to other cultures
Scientist – testing theory with experiment
Socializer – networking with friends

How info is learned

• = Energy applied





Make best practices,
Core vision,
Choose programs & strategy

Family meeting

The basic problem - solving process, Decision Process

- State the problem (From P.E.T.) no judgement (important how you state it)
  List solutions
  Say Pros & Cons with no judgement
  Reach Consensus (proportional vote)
  Wait... Bugs emerge, it ain't perfect

"TRUST THE PROCESS"
the steps are separate

Seed
Wait, till
Harvest
Select
Reseed

AG

Location Hunting

State the goal - Defined ideal
Messy part - drive all over confused
List of prime candidates - DON'T START PICKING
Formal pros & cons, no judgement
Choose
Go for it.
Wait 5 yrs - did it work?
Re-define the ideal

Note: Keep the steps separate
But - these processes are overlapping constantly

Evolution:

- In goes a bluebird
- Big old habitat, lots of chicks, all versions of the parent
- Out comes several birds. No judgement
- Big spike in fox pop'l
  Bad cold snap
  Fresh hatch of hard beetles
- Most die, some live
- In goes a smarter, grey-green bluebird

"The professional decision-thinker"

(Mapping models over models as a cross check)