

The Model at a Glance

For when a term slips. Chapter numbers in brackets.

1. HOW A CEILING FORMS (PART I)

Fear <i>what you learnt to avoid (1)</i>	Need <i>what the fear protects (2)</i>	Strategy for Success <i>the rewarded behaviour that met the need (3)</i>	Pay-off <i>what the strategy still gives you (9)</i>	System effect <i>how the organisation adapts to it (3)</i>
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The loop runs on attention, interpretation and action (4, 5).

2. WHEN IT STOPS WORKING (PART II)

Breakdown <i>the strategy fails and you apply more of it (6)</i>	Limiting belief <i>what must be true for the strategy to look necessary (7)</i>	The pull back <i>the Ten Per Cent Stretch (8)</i>	Way of being <i>the water you are swimming in; the three rings (6, 9)</i>
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3. THE CROSSING (PART III)

Letting go <i>of the identity the strategy built (10)</i>	Not-Knowing <i>a working stance, not a failure of knowledge (11)</i>	Creating a future <i>a declaration, not a prediction; the default future if none is made (12)</i>
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4. THE FULFILMENT ENGINE (PART IV)

Vessel <i>who you are being when the function is set down (14)</i>	Compass <i>what you are committed to creating through how you lead (15)</i>	Driving Force <i>the source of movement, and which fuel is running it (16)</i>	Movement <i>consistent action ten per cent beyond comfort (17)</i>	Statement <i>the four elements said together, in your words (18)</i>
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The leadership application of the Fulfilment methodology (13). The Impossible Game (19): a future your present way of being cannot deliver.

5. THE AIDE-MÉMOIRE (APPENDICES A AND B)

One: The Brake <i>fears and needs, strategy, pay-off and cost, reaction, belief, slipping back (1 to 9)</i>	Two: The Engine <i>Vessel, Compass, Driving Force, Movement, Statement (14 to 18)</i>	Three: Reminders <i>four questions across the day (11, 18)</i>	Four: Practices <i>three to six behaviours a colleague could watch (13, 17)</i>	Five: Commitment <i>when you return to the sheet, and what you do when you drift (19)</i>
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Parts I and II are Discovery and Impact; Parts III and IV are Creation and Action: the four stages of the Fulfilment methodology, reduced to what you will need when the old strategy returns.