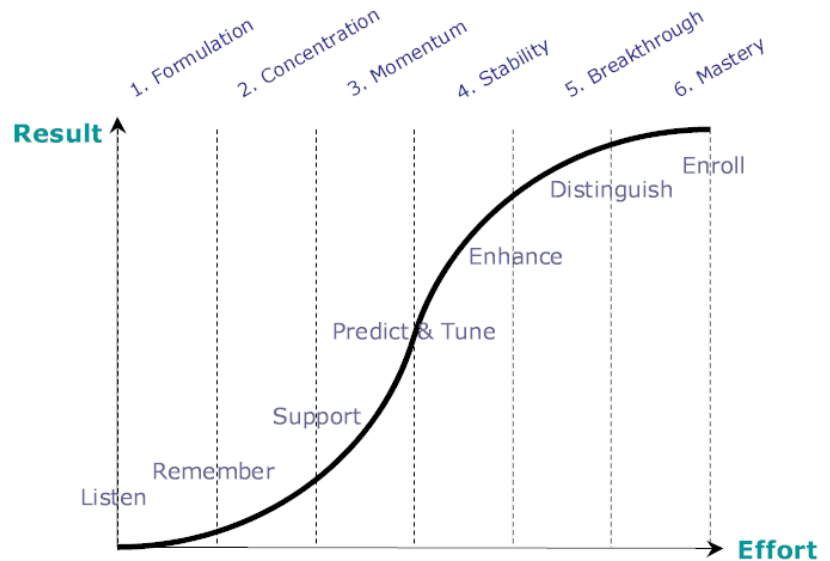


Project Operating States

OR... Stages of Existence from Intention to Reality...

- Operating states represent stages that individuals, groups, and organizations go through in the process of accomplishing a project or task.
- These states are not facts so much as declarations designed to empower people to be effective.
- Each stage ends with a "gate" that must be passed to move up the performance scale. For example, from "forgetting" to "remembering".



Operating State	Key Deliverables / Characteristics	Starts With	Ends With
0. Doesn't Exist	-	Express	Listen
1. Formulation	<ul style="list-style-type: none"> Create Intention Articulate Intention Take Stand Re Intention Design Project <ul style="list-style-type: none"> State Clear Outcomes & Results State Who Is Accountable For What Set Up Structures For Communication Design Ground Rules For Working State Who Reports To Whom 	Forget	Remember
2. Concentration	<ul style="list-style-type: none"> Start To Get To Work Determine Actions To Take Promise To Do Something / Do It High Input & Activity / Very Little Return <ul style="list-style-type: none"> Being Unreasonable & Demonstrating You Can Produce The Result You Said By When You Said Discipline & Integrity Provide Force 	Fail	Support
3. Momentum	<ul style="list-style-type: none"> Start To Gain Power & Effectiveness <ul style="list-style-type: none"> Results Equal To Actions & Effort Start To Promote What You Are Accomplishing & Make It Well Thought Of Start To Swing Out & Risk <ul style="list-style-type: none"> Make Big Promises Inspiration & Spontaneity Start To Occur <ul style="list-style-type: none"> Start To Enroll Others In Participating Provide Guidance Keep Working Keep Watching Integrity Of Yourself & Others 	Success	Predict & Tune
4. Stability	<ul style="list-style-type: none"> Being Completely Reliable Demonstrate Being Able To Work On The Same Thing Repetitively & Routinely <ul style="list-style-type: none"> Being Very Well Organized Having Things Automated Systematize, Structure, & Plan Start To Measure More & Create New Statistics To Monitor There Begins To Be A Surplus Of Results Start Managing The Project From The Point Of View 	Excess	Enhance

	<p>Of Developing & Empowering Others To Produce The Results</p> <ul style="list-style-type: none"> - Keep Reliable Structures In Place - Experiment & Change Only What's Not Working 		
5. Breakthrough	<ul style="list-style-type: none"> • There Is Sudden, Unexpected Rise In The Results • Things Speed Up • You Must Demonstrate That You Can Handle Power & Velocity <ul style="list-style-type: none"> - Work On Strengthening Your Ability To Deliver - Manage Through Complete & Powerful Communication - Make Sure Everyone Involved Is Supported & Organized - Any Breakdowns Immediately Become An Opportunity To Produce A New Results & Are Dealt With That Way • Get Out In Front Of The Project Again • Give Results Pertinent Attention Only 	Understand & Explain	Distinguish
6. Mastery	<ul style="list-style-type: none"> • The Project Being Fulfilled • The Results Have Been Produced • The Project Is Completed Or Turned Over To Others To Manage <ul style="list-style-type: none"> - Everything Is Complete - This Is The Domain Of Excellence • The Original Intention Is Fulfilled • The Project Tends To Have A Life Of Its Own & Continues To Be Operational <ul style="list-style-type: none"> - You, The Originator, Tend To Disappear: The Intention & Project Belongs To Others 	Lose	Enroll
Other States			-
Emergency	<ul style="list-style-type: none"> • Halted action • Things become unworkable • Not enough action or someone's actions are ineffective • Slipped back one Operating State 	-	-
Danger	<ul style="list-style-type: none"> • Out of existence • Slipped back two Operating States • Some lack of integrity in structures or management • Work has not been getting done as said, when said, for some length of time <ul style="list-style-type: none"> - Acknowledge and clean up any issues of integrity - Apply Concentration state 	-	-