



Thomas J. Buckholtz



A
Think Well. Do Great.
Book



Direct Outcomes
Edition 2.2



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0 Gain Impact. Save Time.

Do you want to increase your effectiveness – throughout and beyond your business activities? Would you like to save time? If you answer yes to at least one of these questions, you need **GIST**.

Focus on the essential business – your life, career, colleagues, and organizations that ask you to produce results. Get to the gist of your endeavors. Use **GIST** thinking tools to pinpoint opportunities and achieve success.

Gain Impact. Save Time. G.I.S.T. **GIST**.



Many people – including executives, employees, consultants, family members, government officials, and citizens who want to improve aspects of society – have similar experiences and hopes: “Colleagues are too busy. I’m too busy. I need to gain impact and efficiency. I’d like to save time.”

But, they say: “I don’t know how much more effective I can be or how much time I can free. I need time-saving techniques. I don’t know which tools to use. I don’t have time to evaluate tools. I don’t know which tools to trust. I must get back to what I am doing.”

You sense that this behavior is not sustainable, competitive, or necessary. Agriculture and manufacturing leapt forward based on techniques and tools. Where is the parallel advance for analysis, decision, and action in today’s “knowledge, service, and entertainment economy?” Why can’t you convert from busyness to business? To higher-impact success? To freed time?

You, fortunately, are considering using **GIST** to gain impact and save time. Let’s make that possibility a reality.



“A key to success is asking the right questions.” Likely, you agree. But what questions should you explore? How can you help people – including yourself – provide useful answers? How can you determine to

what extent to trust answers? How can you act, based on the answers?

GIST answers those questions. **GIST** features “Think Well. Do Great.” tools through which you and your colleagues can ask the universal questions – Who? What? When? Why? ... – in a way that pivotally enhances your specific endeavors and opportunities. Use **GIST** tools to develop the most pertinent questions and provide vital answers. Use **GIST** tools to gain impact and save time in making and communicating decisions and in achieving the results envisioned by those decisions. Use **GIST** tools to appraise what you’re doing, eliminate low-return activities, and improve how you do what you must undertake.

The tools are powerful and flexible. Often, people obtain pivotal insight quickly by using one tool. Sometimes, people deploy combinations of tools. Sometimes, people use the tools to design improvement processes. In all such scenarios, you can gain crucial effectiveness rapidly.



GIST: Gain Impact. Save Time. Here is the four-part process.

Part 1 introduces the **GIST** tools, helps you spot (using a **GIST** tool) opportunities for your own improvement, and invites you to use part 2 to achieve such improvements.

Part 2 coaches you to capture your opportunities and use the **GIST** tools.

- Success now and in the future depends on working cooperatively and productively with people and organizations. Use **GIST**’s **Select Agenda** tool to coordinate with those people and organizations. Pace them, and move forward with them, toward desired results. Synchronize “when.”
- Who are those people? What functions and entities comprise the groups you work with? Who should

become parts of those groups? Use the **Select Group** tool to understand and shape vital facets of organizations and teams. Optimize “who.”

- What purposes do those people, groups, and you pursue? What purposes should you pursue? How can you help other people pursue your purposes? Use the **Select Purpose** tool to determine and communicate principles, standards, and goals. Inspire, based on “why.”
- To get something done, what support do you need from other people or organizations? What support do they need from you? How best can those entities and you state and market your respective needs and services? Use the **Select Service** tool to pinpoint support and persuasive messages about it. Achieve vital “what.”
- What difference can you make? How can you justify an endeavor? What are the benefits? Use **Select Impact** to determine and communicate importance. Capture “so what.”
- What steps are needed to capture an opportunity? Use **Select Progress** to design and implement an endeavor. Achieve “what” and “why.”
- How well are you working? How much can you improve an activity? How can you develop a more meaningful personal-performance planning and measurement tool than “Excellent, Outstanding, Good, ... ?” Use **Select Mode** to achieve needed improvements. Optimize “how well.”
- You know what steps to take and how well to do them, but what tasks need to be done? How can you combine work-improvement techniques? Use **Select Method**. Accomplish “how to.”
- You know your work needs, but how can you ensure that your colleagues and your suppliers know what’s expected. Or, when you’re a provider,

how will you establish mutual agreement on responsibilities with your clients? Use **Select Relation** to develop a contract. Know and achieve “why,” “so what,” “what,” “who,” “when,” “how well,” and “how to.”

For each tool, part 2 provides the essence in two succinct pages. The part states needs you can fulfill by using the tool, describes the tool, discusses how to use it, indicates contexts in which to use it, defines the tool, provides four examples of using the tool, invites you to use the tool, and invites you to prepare to teach the tool to other people. Use part 2 to get the gist of each GIST tool and to deploy all the tools for your benefit.

Part 3 provides more insight about each **GIST** tool. Learn standard tool-use sequences for planning and implementation. You may not need a complete sequence but can review the sequences for perspective on how to use the tools together. For each tool, learn applications and gain a standard process for tool use. Use that process – or your own – as appropriate.

Part 4 provides **GIST** successes, background about me, and a list of **GIST** books. Learn from the successes. Learn about experiences from which I developed **GIST**.



I began developing **GIST** tools years ago to meet needs of organizations I served. We had to innovate and took the time to do so. We gained impact and saved many times over the time spent innovating. Today’s **GIST** tools evolved from those successes. I am grateful to many people for the opportunities they provided for me to work with them, help produce results beyond our expectations, and contribute to their – and now your – success.



Best wishes in your endeavors. Use, teach and advocate **GIST**. Gain Impact. Save Time. Ultimately, help spark a worldwide improvement in effectiveness and efficiency.

- Tom

1 Anticipate Outcomes

Gain impact. Save time. (That's the GIST.)

Improve ...

- ⌋ Products, services, marketing, sales.
- ⌋ Purchasing, supply chain, vendor management.
- ⌋ Enterprise, mission, leadership, delegation, finances, innovation.
- ⌋ Projects, teams, work, teamwork, systems.
- ⌋ Learning, careers.
- ⌋ Society, governance, coalitions, lives.

Use GIST thinking tools to ...

- Think Well. – Gain pivotal insight quickly.
- Do Great. – Make excellent decisions quickly and easily. Communicate persuasively. Implement effectively. Measure and build on success.

Determine, communicate, and achieve ...

- ⌋ “What we need to do.”
- ⌋ “How well we need to do it.”
- ⌋ “How we should do it.”
- ⌋ “Who best should do it.”
- ⌋ “The impact it will have.”

Deploy GIST broadly, including for ...

- Executives and board members.
- Business-unit and staff-function leaders.
- Program, project, and team leaders.
- Sales and customer-support staff.
- Team members and individual contributors.
- Mentors, coaches, consultants, trainers, teachers, and students.
- Government officials and societal catalysts.

Use this book's part 1 (Anticipate Outcomes) to achieve the following.²

- Choose opportunities you want to capture, including, for example, to improve effectiveness at specific business activities. (⌋)
 - Begin to apply GIST to capture those opportunities. (⌋)
 - Begin to develop opportunities to teach GIST. (-)
 - Begin to learn how the following constituencies benefit from GIST.
 - Coalition builders and coalition members. (♠)
 - Providers and clients. (♥)
 - Leaders and followers. (♦)
 - Members of business units and of other organizations. (♣)
 - Gain an introduction to GIST and its thinking tools.
- ⌋ Summarize opportunities, as you develop them, to improve effectiveness.
- -
 -
- Summarize opportunities, as you develop them, to teach GIST.
- -
 -

² Examples (♠, ♥, ♦, ♣) and guidance (⌋, -) continue from chapter to chapter in this part and the next part of this book.

1.1 Use GIST

Envision and achieve success. Use GIST to create and capture opportunities.

People form coalitions to pursue opportunities. A coalition can include individuals, informal groups, organizations, information sources, and systems. Coalitions help each other develop opportunities. Coalitions provide each other support.

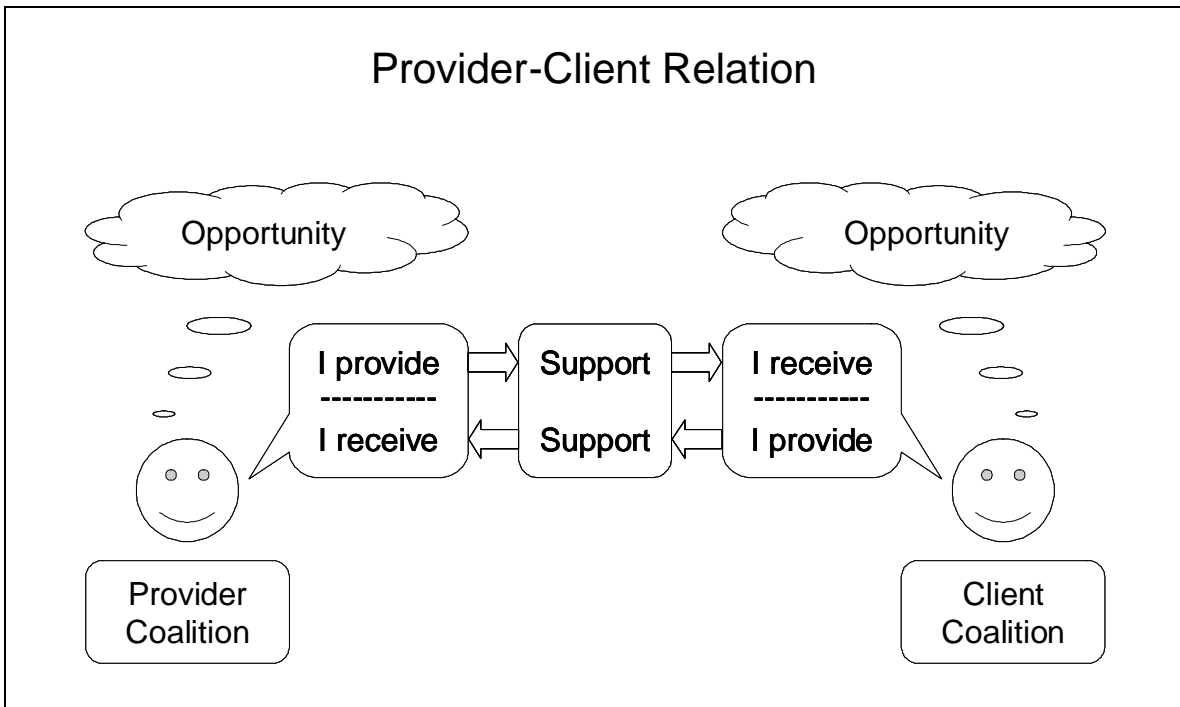
A provider-client relation features a provider coalition, the provider coalition's

opportunities, a client coalition, the client coalition's opportunities, and the support the coalitions provide to each other.

Sometimes you are a provider or participate as part of a provider. Sometimes you are a client or you participate as part of a client. Sometimes you participate in both coalitions.

Use GIST thinking tools to foster vital progress toward coalitions' opportunities, including your personal opportunities.

Figure 1 Select GIST (Preview Tool – 1)



Use examples (♠, ♥, ♦, ♣) and guidance (« , -) to gain insight and achieve success.

- ♠ Build coalitions.³
 - ♥ Provide coaching.⁴
 - ♦ Lead project-teams.⁵
 - ♣ Support business units.⁶
 - « Capture your opportunities.⁷
 - Teach GIST.⁸
- ♠ A “coalition builder” forms a coalition to create a park. The coalition builder anticipates the coalition will work with client coalitions (for example, potential users of the park) and provider coalitions (for example, donors of land for the park).
- ♥ A “diet coach” helps people diet. The provider coalition includes the coach and resources the coach brings. A client coalition includes a dieter. From the coach’s standpoint, the client coalition may also include the dieter’s friends or relatives – people whom the coach supports so that they help the dieter.
- ♦ A “project leader” leads a project and can ask team members to help complete tasks. The leader is a client for team-members’ support. The provider coalition includes team members and, potentially, consultants and information sources.

³ (♠). Use this example to learn to build coalitions effectively. Also, use this example to learn to be an effective coalition member.

⁴ (♥). Use this example to learn to coach people effectively. Also, use this example to learn to be an effective client.

⁵ (♦). Use this example to learn to lead people. Also, use this example to learn to be an effective follower.

⁶ (♣). Use this example to learn to lead organizations. Also, use this example to learn to be an effective provider to organizations, to be an effective client of organizations, and to be an effective member of organizations.

⁷ («). Develop and capture opportunities relevant to you. Use GIST.

⁸ (-). Develop and capture opportunities to teach people to benefit from GIST.













- ♣ A “business-unit leader” creates ways to improve a business unit’s effectiveness.
- « Describe a coalition and an endeavor you support or want to support.
 - List members of the coalition.
 - Describe the coalition’s endeavor.
 - Describe your opportunity.
- Describe a coalition and an opportunity for you to help coalition members learn and benefit from GIST.
 - List members of the coalition.
 - Describe the coalition’s endeavor.
 - Describe your opportunity.



The following two figures position and list GIST tools. For each tool, the figures indicate the following.

- At least one context (aim, task, or team), related to the provider-client diagram, in which you can use the tool. (Some tools apply to more contexts than the figures indicate.)
- At least one result (p) you can achieve by using the tool.

Figure 3 Select GIST (Preview Tools)

GIST Thinking Tools				Chapter and page (of this book) that introduce the tool.		
In the Context Use the Tool ... (Select ...)	(Symbol)	... To ... (Examples of Uses)	A related tool is ... (Select ...)	Chapter	Page
Team Task	Agenda		<ul style="list-style-type: none"> ⌋ Communicate and cooperate well. ⌋ Lead coalitions to make and implement effective decisions. 	Progress 	2.A	16
Team	Group		<ul style="list-style-type: none"> ⌋ Assemble effective coalitions. ⌋ Determine “who” constitutes a coalition or “with whom” to work. 		2.B	18
Aim	Purpose		<ul style="list-style-type: none"> ⌋ Simplify decision-making. ⌋ Determine “what” a coalition needs to achieve or wants to achieve, or determine “why.” ⌋ Gain support for decisions – communicate “why.” 		2.C	20
Aim Task	Service		<ul style="list-style-type: none"> ⌋ Determine results comprising opportunities. ⌋ Determine “what” support to offer. ⌋ Provide support valued by recipients. ⌋ Market support well. 	Progress 	2.D	22
Aim	Impact		<ul style="list-style-type: none"> ⌋ Determine “so what” (relative value) for various alternatives. ⌋ Select an alternative. 		2.E	24
Task	Progress		<ul style="list-style-type: none"> ⌋ Organize an endeavor to achieve impact, satisfy purposes, and meet needs of coalitions. ⌋ Determine “what” support to seek or offer. ⌋ Market support well. 		2.F	26
Task Aim	Mode		<ul style="list-style-type: none"> ⌋ Determine “how” or “how well” to provide support. ⌋ Market support well. 		2.G	28
Task	Method		<ul style="list-style-type: none"> ⌋ Determine “how to” provide support. ⌋ Select, extend, or integrate GIST or other tools or programs. 		2.H	30
Team	Relation		<ul style="list-style-type: none"> ⌋ Determine a relation between coalitions. 		2.I	32
Aim Task Team	GIST		<ul style="list-style-type: none"> ⌋ Enhance success throughout your endeavors. ⌋ Enhance people’s success, globally. 		1.1	8

4.1 Learn about GIST Successes

The following statements discuss successes achieved by using GIST.

- “Service Value” and “Value Spectrum” represent previous terminology for the Select Service tool.
- | | |
|---|--|
| <ul style="list-style-type: none">⌋ <i>I have used the Value Spectrum in shifting from a paper-based publication to Web publication and knowledge management strategy. The Value Spectrum has sharpened my perception of organizations and how they operate.</i><ul style="list-style-type: none">• Wayne Hanson, Senior Executive Editor, Center for Digital Government, e.Republic, Inc.⌋ A Fortune 50 telecommunications company director estimated \$2 million in potential annual revenue gains by using GIST tools within her group of fewer than 12 people.⌋ <i>I recommend the ‘Service Value’ technique and, within it, the ‘Value Spectrum’ for any business executive who understands the value of effective communication and decision making. ... Having a simple structure to work with has proven invaluable. I recommend taking the time to discover this valuable tool for yourself.</i><ul style="list-style-type: none">• Mike Grove, CEO, Open Country⌋ <i>I was looking for help in how best to develop a business strategy. Tom Buckholtz introduced me to Direct Outcomes; and through working with the Select Style and Select Service tools I was able to tear down the curtain around my comfort zone and rewire my brain’s thinking process to determine solution sets and best outcomes. When recently asked to take on additional responsibilities at my firm, I turned to Direct Outcomes to help me prepare a leadership plan that will build support for the financial</i> | <ul style="list-style-type: none"><i>advisors and help them optimize their services to clients.</i><ul style="list-style-type: none">• Ronald Mullins, Branch Manager, Global Financial Services Company⌋ <i>As an Executive Coach, I found Tom’s ‘Service Value’ model to be extremely effective. This deceptively simple model allows complex ideas to hit home. My clients have received greater clarity due to the model. In one case, an executive who struggled with delegating realized where he was wasting time and more importantly, learned where to focus his time. A second client noted that it was more effective than management books he has read. I love this model for moving clients along their path quickly.</i><ul style="list-style-type: none">• Sylvia FerroNyalka, PCC, President, Success Resources Inc.⌋ <i>The Value Spectrum concept espoused by Dr. Buckholtz as part of his [GIST] techniques has had significant impact on me while designing our standard-setting Maestro Business Model. What makes it compelling is both its conceptual framework and practical-tool powers to solve business issues.</i><ul style="list-style-type: none">• Victor Joshi, Managing Partner, Macho 2 Maestro Coaching LLC⌋ A consultant recommended customer- and investor-centric marketing themes and text to a startup, after a one-hour product demonstration and a few hours of work based on one GIST tool. The startup used the themes and text. A customer acquired the company. |
|---|--|

