a person who has possession of a new enterprise, venture, or idea... and assumes significant accountability for the inherent risks and the outcome.
“spirit”
the attitude or intentions with which someone undertakes or regards something; the quality of courage, energy, and determination or assertiveness.

If we had a way to develop and sustain an entrepreneurial spirit in our people, what would it allow us to do that we can’t do now?
What to do?  
How to do?  
Want to do?  
Routinely do?  

Knowledge  
Skills  
Attitudes  
Habits  

Performance is Applied Knowledge  
Learning is Knowledge  

Most people and organizations spend their time, energy, and money in developing the left (technical) half of the KASH Box. 

The majority of performance failures, such as poor productivity, disciplinary issues, or high turnover are due to weakness in the right half of the KASH Box. 

The “Change” Drawer = CRITICAL SELF  
(The Knowing/Doing Gap)  
The basis for “Transformation” 

THE Key to Sustainable Change  
15%*  
85%* 

*2000 Cox Survey Study of Top U.S. Executives
Prime Organizational Laws

Organizational Law #1
“Given time, an organization takes on the characteristics of its leader.”

Organizational Law #2
“The vast majority of people want to do a good job.”

Organizational Law #1
“Given time, an organization takes on the characteristics of its leader.”

Organizational Law #3
“Everyone wants to be somebody... to be part of something special.”

Organizational Law #4
“It is difficult to look good in a bad system.”

Organizational Law #5
“People are willing to change when they self-discover ‘What’s In It For Me’.”

Organizational Law #6
“When presented with the same information, people will, given time, come to very similar conclusions.”

Organizational Law #7
“Solutions to an organization’s problems already exist in the hearts and minds of its people.”

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"The Guy In The Glass"

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