

# THE REGENERATIVE BUSINESS DEVELOPMENT COMMUNITY

Carol Sanford Institute



## BUSINESS GROWTH PARADIGMS

### Paradigm Criteria for Product Offering of a Growth Business

The test of a growth business is the relative market strength of its product offering and the ableness of the organization to innovate improvements in the value adding process and product offering that are seen as increasingly virtuous in regard to their socio-physical environment and of increasing value to customers and users.

The strength of a product offering is indicated by its relative capacity to displace competitive products. The relative displacement capacity of a product offering increases from the base of the following hierarchy upward. Likewise, the relative value of the product offering is greatest from the top down.

### Product Offering Hierarchy Representing the Growth Potential

A product system that is ongoingly superior and of positive value from a perspective that is in harmony with the earth's recycling and regenerating capacities.

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A product which can be evolved into a product system that would enable the business to achieve higher order value and greater command of the market.

A product that is capable of being responsive to the evolutionary trends that are required of, or taking place in, the industry within which it is marketed.

A product that is best able to accomplish the full spectrum of performance requirements and has the best capacity to sustain performance standards through its entire life cycle.

A product that expert discriminating judgment finds superior in terms of its inherent virtues and is superior in terms of the value that can be derived from these virtues.

A product that ongoingly represents greater effectiveness of the customer's value adding process.

A product that is a model of perfection and a value adding process that performs to perfection.

## **Functional Effectiveness of Individuals Required In A Growth Business**

A growthful business needs functional capacities to not only be maximally effective in achieving a steady state but it also needs the capacities to be

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maximally innovative in developing product qualities which improve the value in use of its product.

What is the basic capacity individuals need in regard to the transitions, transactions and transformations that take place in the value adding process?

Capacity to envision and manifest energy ideals for all natures of energies involved in the transactions, transitions, and transformations throughout the life cycle of the product.

What is the technological capacity required of individuals in regard to maintaining the effective development of the value adding process?

Capacity to envision in systemic form the evolution that needs to take place in the elements of the value adding process to match the evolution that is expected to transpire in the industry the value adding process serves.

What are the goals for individuals in regard to the development and growth of the value adding process?

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Individuals having the capacity to continuously advance the core purpose of systems inherent to the value adding process along with the secondary or support systems to these primary systems.

What are the performance requirements for individuals in a growth business?

Capacity to achieve continuous improvement in the performance of all levels of work from operation to regeneration in an energy field involved in the evolution of the value adding process.

## **Being Nature of the Organization Required For A Growthful Business**

What basic motivational drive is required from individuals if they are going to be effective in enabling the organization to bring about business growth?

All individuals need to find motivation by determining what roles they need to fill in a situation and be able to bring to that situation the quality of energy and effort it requires to grow themselves and the business.

What form of direction setting needs to occur such that an organization can effectively participate in developing the value adding process in a way that reinforces desired growth?

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An organization requires aims that are succinct and explicit in regard to what the business is seeking to become. This enables the organization to not only identify causes they need to support and purposes they need to pursue but also enables the organization to develop the required capacities and bring into existence the essential structures.

In order to maximize self-actualization of the growth process in each chain segment the organization requires descriptive growth paradigms that enable the elements of the organization related to the segment to engage in development to the standards that are required for effective growth.

What instrument for organizing is required such that the appropriate organization can be developed for undertaking growth?

The organization needs to focus on systems instead of functions in order to align work with continuous improvement in effectiveness and added value. The growth of the business is in a final sense produced by the growth of people. In order for people to be the instrument of growth of the business the organization needs to enable individuals to grow to their full potential. The organization needs to accomplish this by escalating the complexity of their undertakings and understanding through enabling them to develop through all strata of work in regard to systems from their operation through their regeneration.

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What goals does an organization need to strive for if it is to be effective in developing a growthful business?

Growth by its very nature is an extension beyond current existence. Therefor the goals of growth always need to be visionary in nature. The central focus of any activity is the product it produces. For each activity the organization therefor needs to produce a vision of a product of enhanced value over the products previously produced. Complementary visions and purposes need to be developed for each of the system of elements involved in the production of the product.

## **Decision Making Effectiveness Required For Effectively Growing a Business**

What is the instrumental means that an organization can use to improve the effectiveness of its decisions in regard to the growth of the business?

In order to achieve sound quality decision making in regard to growth, the organization needs the ability to use analytical frameworks that allow its members to test the basic assumptions of their decisions and to ensure that their thinking is wholistic in nature taking into account all of the interrelated factors.

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What means can be used to establish the appropriate ground or contextual setting within which growth decisions need to be considered? Does the selected content truly represent growth and not incremental improvements? Does it speak to the appropriate scale of required growth and provide the mind a focus on the sets of interrelated factors that represent the activating, restraining factors to growth? Does it bring to mind the reconciliation required for step function growth?

The grounds that growth should be considered as taking place within are energy fields within which restructuring is occurring or needs to occur in order to support societal evolutions and or in order to support harmony with the earth's natural capacities for regeneration.

How should the goals for growth be decided upon and how should they be articulated so that the organization can understand their intent?

Growth is most effective when it brings about an evolution in the product offering that currently exists in the field of energy within which growth is intended. Evolution is a process of step changes where succeeding phases or strata represent higher order effectiveness over lower strata. Growth when articulated in terms of core purpose, core process and core value gives us an essence view of the new state to be achieved. Core purpose defines the higher order effectiveness and value desired to be engendered in the product offering such that it represents a step function improvement

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in the energy field. Core value indicates how the value can best be realized from the new order of product offering. Core process indicates the means by which the effectiveness of the new order product offering will be generated.

How can we validate that our decision making and thinking about growth are directionally appropriate and that we will be able to realize higher order realization from our product offerings?

The energy fields against which we are developing growth processes are themselves undergoing change or requiring change. The fundamental basis of most change stems from sustaining harmony of the energy field with the earth's regenerative capacity and in evolving toward harmony in terms of realization from energy fields across the different economic regions that make up the globe. Identifying disharmonies that are being energized from these two causes is a means of verifying whether these causes will provide synergistic support with the directions that our growth processes are pursuing.

Using the forces directed toward producing harmony as primary, it follows that their capacity to provide higher order realization is determined by the following analytical steps. First determining what all the complementary

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changes or happenings that will be required or take place in relation to each force. These changes then need to be related to affirming, restraining, and reconciling factors related to the change which need to be conceived of. How these are expected to play out is a good indication of the nature of sustenance that can be expected from the intended growth process.