Being Development - Professional and Personal Development:

"Structure" and "Systems." We look at structuring as a process, and we looked at open systems. In being terms, related to the third column in the framework, we are considering people. Two items are important:

- That people see themselves in a professional field that is part of the value-adding process and
- That people see the need for personal development and the performance of developmental roles.

Related to professional development, the example we used regarding a leather coat manufacturer where that the fields of tanning, dying, and cutting/ patterning would each be arenas of potential professional expertise. Instead of having an organization of people in jobs, we organize by having people in fields where they continue to develop a professional level of expertise. People, in order to drive this kind of organization personally, need to be oriented into fields based on their capacity and their essence.

Related to personal development, instead of just a job structure, people are involved in personal development and also the performance of developmental roles. When the organization is working on development, there is considerable free space for somebody that can be the designer, be the presenter, or be other roles. There are many different roles to be filled and we tend to fill those roles pretty organically and often times in a way that will enable the development of the individual as he fulfills that role.

As we move into this level of managing process, we need to look at roles more organically than we currently look at jobs and bring out a particular or bring into existence a particular nature of development.

Managing Process Development: Converting Corporation Direction into daily principles

With "Managing Process Development," people need to have a thinking regimen that allows the technical and production system to be developed matching the development of the effect and effectiveness of the product offering. Normally when we deal with a system like tanning or dying, our concern is for the effect we are trying to produce in terms of color, softness of leather, and all the different things we need to measure that are related to the values of the output. We need to understand the process and modify it in a way that it becomes effective at producing that particular effect. Therefore, how we account for things and the things we look for change in

focus from efficiency to effect and effectiveness in producing something. We do not lose the efficiency measures, but we need additive measures that indicate effect and effectiveness.

The upper part of the hierarchy of managing processes at this second level is related to the development of a product offering which can be either:
- The current product and the qualitative aspects produced in that product that have value, such as strength, durability, appearance, etc., or
- Add to that product as a base, something that makes the business singular, distinctive, and better integrated with the whole.

A product that is considered to be a commodity such as hydrogen peroxide can be the base material, but the product offering can be a more effectively performing process for the user of that product than any competitor's offering can generate. What is really offered is a more cost-effective process than the customer could gain from any other supplier because of our ability and know-how to drive his effectiveness and our own effectiveness by the ways we develop systems, manipulate systems, and develop his technology. It is useful to think of product offering in these holistic terms. The key to that overall area is to really know and understand how to develop open systems that measure specifics against particular purposes we are trying to accomplish and that keeps us on track as a vehicle for accomplishing that movement of managing processes.

In summary, the section of the framework for being a value-adding processes that we have been depicting. Within that framework, we identified the need to start by envisioning or developing a sense of "what we want to produce." This is different than starting from work or job definition, but rather is starting from a sense like, "Let's have a dinner and make it developmental." This approach causes us to take a look at the added value we can gain from something or produce from something by viewing it as a whole and as a potential arena for development. The nature of mentality we are dealing with in the middle area is systems thinking as contrasted to elemental thinking at the lower levels. If we examine this level related to our cultural values, we find that once again required to move up from the base level to the second level of managing process is an increase in levels of thinking discipline, an increase in professionalism, an increase in capacity to see something as systemic wholes, and an increase in the sense of community.