

How Do We Do It?

How does a business create good? More importantly, how does a business create great? Four attributes are required:

Presence. Knowledge. Power. Goodness. These are Divine Attributes. Let's look at them in the order that they work. First, allow us to outline the formulaic "proof" from the affirmative argument.

What does it mean to be Present? In the literal sense, it means *Being There*, to be present in the moment. When you are fully present in the moment, you are paying attention. When you are paying attention you can see problems clearly. When you are paying attention your focus is on the subject.

Knowledge is an infinite resource; it is also a very special resource. Information often gets confused with knowledge, and they are not the same thing. With the power of Google anybody can quickly research any topic and gather data. With skill, that data can be turned into information. Thanks to the evolution of business information systems over the past fifty years, managers are awash in data and information, but often it seems like they are lacking in knowledge.

When you are fully present in the moment and paying attention, often all the information you need to make a decision is immediately available. The knowledge of what to do is the next important ingredient. Knowledge is truly a reasoning ability. Knowledge is not the automatic product of education, nor is it the automatic product of experience. Knowledge is the product of applied education and applied experience. You must do your homework, do your research, and practice your skills. Doing the homework is being present. Research is being present. Practicing your skills is being present.

It is said that knowledge is power. Actually, knowledge directs power, and guides it. Improperly applied knowledge produces waste, the negative of power. Truly awesome power is commonplace, but it takes knowledge to direct that power to do good, Knowledge must be applied to aim and direct power. Time is one of the strongest powers that we can access, and knowledge can control time. This is true in strategy, tactics, and execution.

Goodness is an outcome. It is an attribute of success. When you are fully present and paying attention, carefully applying the right knowledge and creating the power to

change the situation, you can only change it for the better. Full presence with full knowledge and righteous power creates goodness.

And now for the negative formula proof. If you are not present in the moment, you are not paying attention. We see horrible examples of this when people text while driving. Countless teens kill themselves every day because they text from behind the wheel. When you are not present in the moment and paying attention, you are not in control. You overlook details, and bad things happen. Sometimes those details do not seem important—which is a sure sign that they *are* important.

If you are not paying attention and fully present, you are not engaging your mind in whatever problem you are trying to solve. If your mind is not engaged in the problem, knowledge is not used. Critical thinking involves the active participation of the mind. And active participation requires attention.

Power exists without presence and knowledge. The lack of presence and knowledge leads to out of control power. People get killed and kill texting while driving because they are operating a machine that has great power. The drivers lose control of that power because their knowledge is misapplied as their attention is focused elsewhere.

Finally, what goodness is created when the automobile crashes into a bridge abutment, a tree, or another automobile in the opposing lane of traffic?

I use these graphic examples to drive home the point that if you don't pay attention and don't apply the knowledge that is available to you, you lose control of the power you possess, and you create the opposite of goodness—evil. Countless businesses engage in the unintentional creation of evil every day. I say “unintentional” because I do not believe that business leaders, managers, or employees begin their days with the statement, “I am going to create havoc.” But when you consider how so many businesses, managers and employees fail to be present in the moment, fail to apply their knowledge, fail to create power, and fail to produce goodness, you have to wonder.



Presence => Knowledge => Power => Goodness

It is a simple formula.

Which leads us to our final question: "When do we do it?"

