

# See.

# Believe.

# Think.

# Act.



**SEEING IS ABOUT...**

- *Bravely* examining the status quo.
- *Looking* at the currents of change circling around you.
- *Examining* the experience from the customer's perspective.
- *Searching* for the unmet need.
- *Seeing* where future value can be created.
- *Imagining* how you can create societal value, with every action you take.

**BELIEVING IS ABOUT...**

- *Having the audacity* to make a difference.
- *Creating an urgency* to make that difference now, on your watch.
- *Boldly challenging* the status quo, so you can create new value.
- *Extending goodwill* to others—believing they have the talent to help.
- *Bolstering* your own courage to dare.

**THINKING IS ABOUT...**

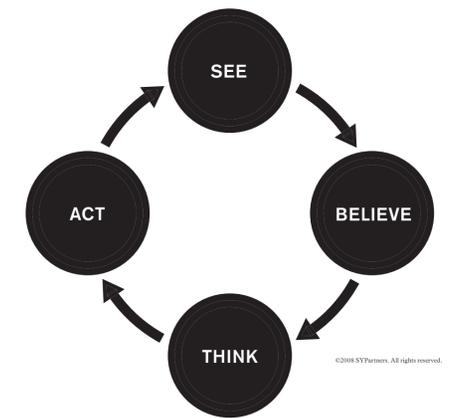
- *Exploring*—then deciding—how you're going to innovate.
- *Analyzing* which innovation levers you want to pull to create new value.
- *Examining* how those actions will drive new value for customers and for society.
- *Determining* what new leadership behaviors will be required to make the innovation real.
- *Exploring* what "innovations inside" will be required—that is, innovations within your culture, organization, structure, and processes.

**ACTING IS ABOUT...**

- *Prototyping* the business model.
- *Prototyping* the function, feel, and performance of the product or service.
- *Prototyping* the customer experience.
- *Prototyping* the employee experience—the reverse side of the customer experience.
- *Prototyping* new behaviors.
- Then scaling all of these—rapidly.

Any act of bold transformation requires that leaders guide their teams through this cycle:

To **SEE** the world through a lens of possibility, not just constraints. This requires staring status quo in the eye—and challenging it. Empowering the team to **BELIEVE** that they have an opportunity to make a difference and create bold new value. Then **THINK** about the innovation and change required to make that possible. Then rally the talent required, and **ACT** as one team to turn that innovation into reality.

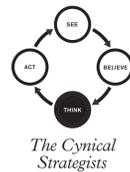


**STARTING WHERE PEOPLE ARE. TRANSPORTING THEM SOMEWHERE BETTER.**

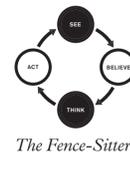
Creating new value is itself a journey. Each organization, each team, and each individual starts with a certain condition. As a leader, by taking them through a journey of seeing, believing, thinking, and acting, you can unite your organization, team, and every individual on your side of the cause.



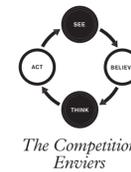
**DO YOU EXHIBIT THESE SYMPTOMS?**  
 YOUR ORGANIZATION...  
 → Obsessed on the near term  
 → Constantly exhausted, always trying to keep up with the present  
 YOUR TEAM...  
 → Acts without thinking  
 → Is busy, but not necessarily productive  
 → Is obsessed with to-dos, deadlines, and next steps  
 YOURSELF...  
 → Love satisfaction of tasks  
 → Aren't inclined to question. Why?  
 → Motivated by adrenaline of deadlines and activity



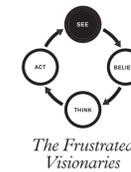
**DO YOU EXHIBIT THESE SYMPTOMS?**  
 YOUR ORGANIZATION...  
 → Spends lots of time on strategy sessions and planning  
 → Yet, does not believe in the work it is doing  
 YOUR TEAM...  
 → Quick to criticize potential options of action  
 → Works toward a goal, but only half-heartedly (protects itself from failure)  
 YOURSELF...  
 → Smart, analytic, strategic  
 → But don't particularly love what you do



**DO YOU EXHIBIT THESE SYMPTOMS?**  
 YOUR ORGANIZATION...  
 → Sees a rich landscape of possibility  
 → Strategizes about how to be a bigger and better player on that landscape  
 → Yet, doesn't pursue the possibility with vigor or energy  
 YOUR TEAM...  
 → Tentative, stuck, waiting for signs to act  
 → Does not have faith that accomplishment is possible  
 YOURSELF...  
 → Smart and thoughtful  
 → But lacking conviction or drive, unmoved by the possibilities  
 → Hedging



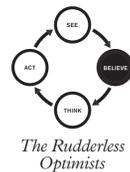
**DO YOU EXHIBIT THESE SYMPTOMS?**  
 YOUR ORGANIZATION...  
 → Sees a rich landscape of possibility  
 → Strategizes about how to be a bigger and better player on that landscape  
 → Yet, often misses the wave of what is to come there first  
 YOUR TEAM...  
 → Spends more time admiring or coveting the position of other players  
 → Underplays own organization's advantages  
 YOURSELF...  
 → Focused on the opportunity  
 → But constantly disappointed, because you never inch your way toward it



**DO YOU EXHIBIT THESE SYMPTOMS?**  
 YOUR ORGANIZATION...  
 → Wildly imaginative  
 → Plants a vivid future  
 → Exciting  
 → But often misses the wave of what is to come  
 YOUR TEAM...  
 → Obsessed with the new  
 → Loves the idea of change  
 → Sees a bright future  
 → Yet doesn't know how to get there  
 YOURSELF...  
 → Have a compelling vision  
 → But constantly disappointed, because you never inch your way toward it



**DO YOU EXHIBIT THESE SYMPTOMS?**  
 YOUR ORGANIZATION...  
 → Sees a landscape of possibility  
 → Has a deep belief that it can make a difference, succeed  
 → Yet, takes little action to capture its own future  
 YOUR TEAM...  
 → Has a strong faith in the organization and its future  
 → Believes that the team will be a part of that future  
 → Yet, work rarely focused on value creation  
 YOURSELF...  
 → Are optimistic, but lack direction



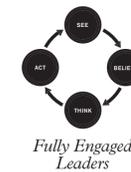
**DO YOU EXHIBIT THESE SYMPTOMS?**  
 YOUR ORGANIZATION...  
 → Has always believed in its own future—highly optimistic  
 → Yet, is not guided by a particular direction  
 YOUR TEAM...  
 → Loyal, believing, trusting  
 → Has a belief that the team exists to make a difference  
 → Yet, is often out of step with the outside world  
 YOURSELF...  
 → In love with the organization and its history of success  
 → Not at all clear where the organization heads next, rudderless



**DO YOU EXHIBIT THESE SYMPTOMS?**  
 YOUR ORGANIZATION...  
 → Smart followers in the industry  
 → Favors fast, responsive action  
 → Rarely embraces leadership position in a competitive race  
 YOUR TEAM...  
 → Loyal, believing, trusting  
 → Has a belief that the team exists to make a difference  
 → Measures achievement by activity, not necessarily by result  
 YOURSELF...  
 → In love with the organization and its history of success  
 → Not at all clear where the organization heads next, rudderless



**DO YOU EXHIBIT THESE SYMPTOMS?**  
 YOUR ORGANIZATION...  
 → Just a place to work  
 → Lacks purpose or drive  
 → Work is half-hearted, at best  
 YOUR TEAM...  
 → Smart and motivated  
 → Work is not clear  
 → Measures achievement by activity, not necessarily by result  
 YOURSELF...  
 → Unmotivated  
 → Lacking direction  
 → Unengaged



**THE IDEAL ORGANIZATION, TEAM, AND INDIVIDUALS**  
 No matter which condition you find your organization, your team, and yourself in to start. By actively working on seeing, believing, thinking, and acting—as a connected cycle of activities and work—you can shepherd your organization into a much more valuable entity. Leaders who do so create individuals, teams, and organizations who are able to challenge the status quo and generate profound new value.

**About Stone Yamashita Partners**

We are a leadership & innovation firm. We work with leaders to imagine—and then create—new value. We focus on your hard-to-solve problems. There are three ways we can engage together:

**The Leadership Laboratory**

Where great leaders come together with other great leaders to master the skills to face their hardest challenges—and most wonderful opportunities. Over the past decade and a half, we have developed a philosophy, a radical approach, a curricula, and methods that help you successfully lead through the unknown—that is, opportunities that you, and your organization, have never faced before.

**SYPartners Consulting**

We have a diverse set of leaders within our firm who work side by side with you on your toughest challenges and most profound opportunities. We fuse creativity and logic to challenge the status quo to create new value.

**The Prototyping Lab**

Creating truly radical solutions requires courage. One way to bolster that bravery is to use prototyping techniques to envision, build, test, experiment, learn, and adjust your solution. The Prototyping Lab focuses on the prototyping of new business models, customer experiences, products, and services.

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**TOKYO**  
 OFFICE COMING IN 2009.