

Harmonics Way

Promote Peace of Mind for Me, We, and They

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Preface

TBD

Acknowledgements

As you'll soon discover, one principle within the Harmonics Way is that things go better when done with others, which is especially true when writing a book. Thanks to Nadav, Carrie, and Paul for their comments, insights, and edits.



Foundations

Foundations

Mahatma Gandhi once said, "A man cannot do right in one department of life whilst he is occupied in doing wrong in any other department. Life is one indivisible whole."

Unfortunately, we live rather fragmented lives.

The problem, of course, is that life is one indivisible whole, and so problems in one area of life easily bleed into other aspects. For example, you have an argument with your life partner on the phone over lunch, and then find it difficult to focus on your work the rest of the day. A client mentions in during an onsite meeting that budgets may be tight next year, and you are anxious all the way back to the office.

We work incredibly hard to arrange a harmonious life and yet it seems we are surrounded by discord.

While life is one indivisible whole, it is comprised of many facets. One facet of life could be considered *Me*. It is very personal. *Me*, in this context, is when you are absorbed in a task or thought and not interacting or concerned with others. *Me* can sit on the train with my headphones on and type out this paragraph, completely tuned out to the people around me.

Another facet of life can be called *We*. This is the area of life where you are a member of a team or a family. It isn't as personal as *Me*, but you are likely committed to the success of *We*. At work *We* need to complete a project by the end of the day on Friday. At home, *We* need to be at a surprise birthday party at 6:00 p.m. on Saturday evening. With our closer friends, *We* may have a volleyball game this weekend.

A third facet for consideration here is *They*. In this context, *They* may be our client or customer or business sponsor. *They* may be the in-laws or friends across town. *They* have expectations of *Me* and *We*, but are not necessarily directly contributing to *Me* and *We*'s success.

With all of the discord that spins around you, how would your life be different if you found harmony within these three facets of life?

Let's begin with *Me*. While we would like to think that we can control *We* and *They*, the fact is that each of us only controls *Me*. *Me* may have influence over *We* and *They*, but we do not control them. Plus, once you understand a few simple concepts that contribute to your peace of mind, these will serve as building blocks to support new concepts for interacting with *We* and *They*.

The psychologist Mihaly Csikszentmihalyi spent many years studying what brings harmony to a *Me*. In his seminal book *Flow* [REF], Csikszentmihalyi outlines the components of an experience that facilitates *flow*: "the state in which people are so involved in an activity that nothing else seems to matter; the experience itself is so enjoyable that people will do it even at great cost, for the sheer sake of doing it."

People who are in flow report the feeling that time stands still. For a rock climber who is in flow, cracks and crevices are the size of a foot. To a pianist, the piano keys are an extension of the hand.

Csikszentmihalyi goes on: “The best moments usually occur when a person’s body or mind is stretched to its limits in a voluntary effort to accomplish something difficult or worthwhile. Optimal experience is thus something we *make* happen.”

These experiences are some of the happiest moments of our lives. Think about it. Remember a time that you were so engaged in an activity that time stood still and you felt like you were the master? Wouldn’t it be awesome to have as many of those experiences as possible?

The Harmonics Way is a guide to structuring your life, and your interactions with others, to do just that - to maximize the number of flow experiences in life. The Harmonics Way is a set of principles and practices collected by a fellow traveler over 20 years of working with *Me*, *We*, and *They*. Think of these principles as breadcrumbs left along the path by someone who is trying to discover how to increase the number of optimal experiences in life.

Before we get deeper into the Harmonics Way though, we need more background on the psychology of optimal experience - flow.

Csikszentmihalyi discovered that there are three basic components of an optimal experience: goals, feedback, and a balance between challenges and skills.

To be absorbed in an activity, we must clearly understand the goal of the activity. This goal is very personal and may be dictated by the event itself, or by the individual. For example, Phil is new to mountain biking, so he should set a simple goal such as staying on the bike. Rachel, on the other hand, is a seasoned biker, and needs to set a goal of completing a course in less time than the previous try. The goal need be intensely ambitious. The fact that a person has a unique, personal goal is what is important.

The second important component of a genuine flow experience is clear and immediate feedback. Phil will have immediate feedback as each moment passes and he has not fallen off his bike. Rachel will also receive moment by moment feedback, but will interpret the feedback differently based on her overall progress through the course.

The final component of an optimal experience is a balance between challenges and skills. The simple diagram below will help explain the general concept. The two dimensions of an experience, challenges and skills, are represented on the two axes of the diagram.

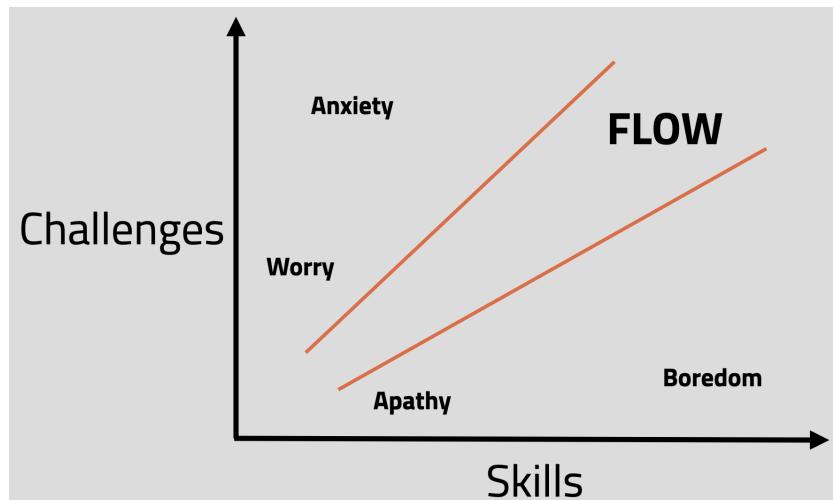


Figure X: Balance between challenges and skills

Imagine that Phil sets an aggressive goal and attempts to beat Rachel's personal best. This challenge is high for him and his skills are low, so he is likely to be anxious. Rachel, on the other hand, will be bored if she sets a goal of simply staying on the bike because her skills are high and this challenge would be very low for her. The optimal experience for each of them will only happen when they set a challenging yet attainable goal.

Consider how these three components of an optimal experience (goals, feedback, and a balance between challenges and skills) play out in your life. When was the last time you had an optimal experience? If it

has been a while, it may be time to find a way to have one. Remember these are some of the happiest moments of your life.

Now that you know what it takes to be in harmony and have an optimal experience with *Me*, let's consider *We*. What does an optimal experience with *We* look like?

To create an environment for *We* to flow, there must be a goal for its existence. A family goal may be general and long-term such as planning a family vacation, or education for children. For a team at work this is typically a project deliverable or mission to accomplish within a certain timeframe. Regardless, all of the *Mes* in *We* must share a common goal, and the common goals should reflect the goals of the individual members as much as possible. These goals serve to unify *We* and establish expectations for the *Mes* to evaluate both individual and team success.

As with the personal experience of flow, for *We* to have an optimal experience there needs to be clear feedback. This feedback will not be immediate as it is in the personal flow experience, but regular feedback is vital to determine whether the goals are being achieved. People want to know how things are going.

The balance of challenges and skills is the final necessary factor in developing optimal experiences for *We*. At home, this may be as simple as changing routines in eating or family activities. At work, you may have the team members change the location of their workstations or who leads a meeting. Ideally, your team successfully delivers projects and is given ever increasingly difficult projects to complete.

And finally, we need to consider *They*. There is always *They*.

While we can have flow experiences with friends or extended family, these experiences will be infrequent and short lived. These moments will be cherished and will look a lot like those experienced with *We*, as

the group will participate in an activity with a goal, clear feedback, and a balance of challenge and skill.

For all of the other *Theys* in your life, the customers, clients, patrons, managers, and business sponsors, it is doubtful that you will experience flow. These people are often caught up the swirl of life and work, too distracted to experience flow.

Often they need to be reminded of your goals and how your goals align with their expectations. The feedback you provide will only be pertinent in the context of your goal, and your goal is only relevant to them when it aligns with their expectations.

The Harmonics Way can serve as a guide for establishing expectations, providing relevant feedback, and communicating the challenges to the completion of a project and any gaps in the team's skills or resources required to meet the organization's goals.

The Harmonics Way is based on the philosophy summarized in the Gandhi quote at the beginning of this chapter:

A man cannot do right in one department of life whilst he is occupied in doing wrong in any other department. Life is one indivisible whole.

When we approach life as one indivisible whole, we are more likely to structure our lives such that we can have as many optimal experiences as possible.

The Harmonics Way is grounded in the psychology of optimal experience. It is an outgrowth of the desire to maximize those occasions when we are in flow, and experience a deep sense of enjoyment that we cherish. These moments become the standard for what we want life to be like.

The Harmonics Way is a set of seven principles that strive to make this philosophy and psychology as pragmatic as possible. Principles are not rules or processes. These principles will guide you in the discovery of the optimal process for *Me* and *We* given your context. Ideally, you will regularly evaluate your processes in light of these

principles, and adjust as needed. The ‘projects’ of life are dynamic and change over time. A supportive process will adapt. The Harmonics Way can serve as a guide to keeping your processes relevant throughout the life of a project.

The seven principles of the Harmonics Way are not hierarchical. *They* are independent and interdependent at the same time. Following one principle is better than not following any, but together they form a strong structure to support harmony and promote peace of mind for *Me*, *We*, and *They*. The principles are:

- Things should Work as Expected
- Always Know How Things are Going
- Quality is Baked In
- Always Know How the Parts Relate to the Whole
- Interaction should be Distraction Free
- Things Go Better when Done with Others
- Embrace Your Complexity and No One Else’s

The following chapters provide a brief introduction to each principle. Since no principle is more important than the others, you can read this book in any order you like. At the end of each chapter will be a list of the other principles to use as a guide in what you might want to read next.

What to read next:

Things should Work as Expected. *Wes* and *Theys* have expectations of *Mes* and *Wes*. How those expectations are managed is important.

Always Know How Things are Going. Observation and feedback are vital pieces of information for *Mes*, *Wes*, and *Theys* to have harmony.

Quality is Baked In. *They* judge *Me* and *We*. Be sure *They* think highly of your product or service.

Always Know How the Parts Relate to the Whole. The architecture of a system, process, or organization will provide insight into how to adjust and solve problems that arise from within.

Interaction should be Distraction Free. In order to regularly experience flow, *Me* needs to minimize internal and external distractions.

Things Go Better when Done with Others.

Embrace Your Complexity and No One Else's.



Things Should Work as Expected

Recently a friend made a tuition payment for her son who was headed into his freshman year of college. When she checked to verify that the payment had gone through, the payment had not registered. Frustrated, she called a mutual friend wondering what to do. He assured her that the payment had likely gone through. “These things take time,” he said. “If it hasn’t posted in a few days, you should probably call them.” Sure enough, when she checked three days later everything was correct.

Our mutual friend explained later. “It is likely that there are at least two systems at play here - one for accepting her payment and one for posting payments to the accounting system. Often in these situations, there is a process that runs at night that updates the accounting system with all of the payments accepted during the day. It is clunky for sure and causes you to wonder about the stability of a lot of systems we interact with.”

Unfortunately, this is not an uncommon experience. In the 21st century, it seems to be a reasonable expectation that two systems within the same institution communicate instantly. In fact, from my friend's perspective there is only one system and it didn't work. Unfortunately, the systems of daily life often don't meet our expectations.

This story is a real life example of an organization not keeping my friend in mind when the payment system was designed. From the university's perspective, my friend is a part of *They*. She is a parent, a paying customer. She had a personal goal of paying the tuition. An expectation that she brought to this interaction is a confirmation that her payment processed correctly. This assurance would give her peace of mind and promote harmony in pursuit of her goal. Unfortunately, in this experience, things did not go as expected.

People often bring expectations to interactions only to be disappointed. The phrase "Expectations are premeditated disappointments" quite nicely summarizes too many experiences.

Expectations are often based on an implicit social understanding. Without verbalizing the expectation, the actors in the interaction tell themselves a story that legitimizes their expectations. It is as if there is a "deal" in which the specifics are never discussed.

It is important to realize that unspoken expectations are at a great risk of going unmet. It is hard for someone to live up to an expectation that has not been discussed or agreed upon.

For example, Eric is a friend who has been a consultant for many years. He shared a story in which his team worked hard to deliver the first version of a custom software system (often called a Minimum Viable Product, or MVP). The first time he demonstrated the result of his team's work to his client, *They* were disappointed and underwhelmed.

As the meeting ended, the client manager looked up and said, "Eric can you come over here for a minute?" Eric walked to the window with his client. *They* looked out over the employee parking lot. The

client asked, “Eric what kind of cars do you see out there?” My friend saw mostly logos of BMW, Mercedes, Lexus, and Porche. Eric nodded and said, “Nice, expensive cars.”

Then the manager made his point: “We are a Lexus driving company. We don’t drive Chevrolet. When you say ‘Minimum Viable’ I think you have a Chevrolet in mind, but we hear Lexus.”

For Eric’s team, the demo had met *We*’s expectations, but it did not work as *They* expected. In this case Eric’s team may have avoided this disappointment through one of two approaches. Either *We* could have noticed the luxury car mannerisms of the client and delivered a Lexus-like MVP, or *We* could have worked hard to set lower expectations. Regardless, the failure to clearly communicate expectations led to disappointment.

While we readily identify with unmet social contracts between people, we should consider the expectations that *They* bring to interactions with our product or service as a social contract as well. For example, *They* bring expectations to interactions with technology. If the technology doesn’t verbalize the social contract it is operating under, *They* (the users) will fill in the gap with a contract that legitimizes the expectation *They* have of the system.

This can manifest even in the smallest of details of a user’s interaction with technology. For example, researchers discovered many years ago [2]:

- an application should respond within one second to avoid interrupting a user’s stream of thought
- users will become distracted and begin to perform other tasks if an application’s response time exceeds ten seconds
- users expect to complete sub-tasks in less than a minute
- Users expect to complete an entire task in less than ten minutes.

Because you are human, these are expectations that you bring to any mobile app or website. You aren’t even aware of these expectations until you try to pay your bills online, and the bank’s website is slow. You get frustrated and find it difficult to verbalize why. The frustration

stems from the violation of your unspoken expectations of interacting with technology.

Since meeting expectations is vital to promoting harmony, how do we set expectations with the *We*'s and *They*'s of the world? Our team members, our customers, our users, and our stakeholders all have expectations of *Me* and *We*. Here are three suggestions to guide you in managing expectations:

Research and discover unspoken expectations. Unknown expectations often go unmet. As a member of a team (*Me*), talk with your teammates (*We*) to establish a working agreement that ensures a common set of expectations and processes. A simple conversation can unify and focus the team on the goal at hand.

As a *We*, research and discover the expectations *They* have of you. Interview customers and potential users of your product or service. Find out what is important to them. Schedule regular conversations with your managers and business sponsors to know what expectations *They* have of *Me* and *We*.

To arrange for things to work as expected, it is important to uncover the unknown expectations *We* and *They* have of you.

Align expectations with use. A processed food company once canned a beef stew that didn't sell very well. Customers were disappointed and thought it contained too much broth. *They* expected to eat stew with a fork. So, rather than change the contents, the company reset the customer's expectation by changing the label on the can from "Beef Stew" to "Hearty Beef Soup". The consumers loved it. The soup flew off the shelves because it worked as expected, where the stew did not work as expected and couldn't be given away. Clearly communicate expectations, and strive to make your product or service work as expected. [3]

Understand that perception is reality. A cheese producer once packaged cheese from the exact same cheese roll in two different ways. One was a block of cheese that had a big brand label on the package, and the other was packaged in random sizes as though it had

been freshly sliced in the deli. The company conducted a taste test and found that consumers overwhelmingly chose what was perceived to be the deli cheese over the block, big brand cheese.

Whether social interactions, product interactions, or service interactions, it is important to keep in mind that *They* have expectations. *Me* and *We* do ourselves a favor when we work to ensure that things work as expected.

Remember: unknown expectations are guaranteed to go unmet. *Me* and *We*'s job then is to understand the expectations of customers, users, and teammates; then set, and clearly communicate, reasonable expectations that can be met.

What to read next:

Always Know How Things are Going. Not only does *We* and *They* have expectations, it is important to provide regular feedback for them to be comfortable with a situation.

Quality is Baked In. No *We* or *They* has ever expected something of low quality. Everyone has expectations of quality based on some value.

Always Know How the Parts Relate to the Whole. It is difficult to fully appreciate as set of expectations without understanding how those expectations fit in a larger context.

Interaction should be Distraction Free. *We* and *They* live distracted lives, but when interacting with *Me* and *We*, *They* expect our undivided attention.

Things Go Better when Done with Others. Working with *We* and *They* to understand expectations is vital to the success of any endeavor.

Embrace Your Complexity and No One Else's. Sometimes, *They* have unreasonable expectations. *Me* and *We* may need to remind *We* and *They* of circles of responsibility and complexity.



Always Know How Things are Going

The Boston Marathon is the oldest annual marathon in the world and, for everyday runners, the most prestigious. While in 1996, for the 100th running, the race had over 38,000 entrants, the field size for the 2020 event was capped at 31,500. [a] For many runners, simply completing the Boston Marathon is a highlight of their life.

In the context of creating an optimal experience for themselves, distance runners set goals for finishing the race. Genuine competitors may set a goal of beating their personal record for a marathon, or even winning the race. For others, the goal is simply to complete the race. The runners have likely trained and have developed the skill to meet the challenge of whatever goal has been set.

As a runner moves through the course, there are many opportunities for clear and immediate feedback. Three tools in particular can provide proper feedback, reassure progress, and help them know if they need to adjust. These tools are the stopwatch, the mile markers, and the finish line.

A runner's stopwatch is the most **tactical** tool in that it provides moment by moment feedback on the time into the race. Runners make mental notes of their time at certain distances and set expectations for the future based on their progress.

While mile markers provide nice short term goals on which a runner can focus, they also serve as a **pivotal** tool. The markers provide a point of comparison for runners to have insight into their progress, and alter their pace at moments when these changes can have the most impact.

For example, someone may run a little too fast early in a race. If the goal is to keep an 8 minute per mile pace and the first mile is finished in 7 minutes and 30 seconds, the runner knows to slow down a bit in order to conserve energy for future miles. Similarly, when it takes 8.5 minutes to run mile 16, the runner knows that future miles will need to be run a bit faster.

Mile markers serve as great short term goals, but the finish line is the ultimate goal of any race. The finish line is the **strategic** tool runners use to compare their progress with the ultimate goal. As the miles pass, the runners know how much further they have to go, and can estimate how long it will take them to finish based on their current pace.

All three of these data points - current time, past mile markers, and the finish line - are critical in supporting a runner's focus and energy level throughout a race. When all of this aligns, many runners experience what is called a "runner's high," also known as flow.

This understanding of one's progress toward a goal is vital for maintaining energy in any endeavor. Productivity researcher, Bettina Wise summarized the current understanding by stating "... empirical research has repeatedly shown that striving toward self-concordant goals strengthens the link between goal progress and well-being." [1]

This principle applies to teams and project execution as much as to the achievement of personal goals. If we don't know the current progress of our project we may be too optimistic and tell ourselves that

everything is going fine, when in fact it isn't. Or we may be too pessimistic and believe that the whole team will likely be fired, when in fact things are great.

Simply understanding progress, regardless of the status, provides the clarity and situational awareness that is important for decision making and ongoing personal well-being. Understanding our progress prevents us from creating stories to fill in the gaps.

Admittedly, quite often *Me* doesn't realize that *Me* doesn't know how things are going. *Me* doesn't know what *Me* doesn't know. *Me* may have become distracted by other activities or simply become complacent in a vacuum of information. You know that *Me* is suffering from a lack of situation awareness if *Me*:

- Wakes up in the middle of the night and fires off a message asking about the status of a situation;
- Is anxious about a situation due to a lack of information;
- Is frequently asked about a situation and does not know why *We* or *They* keep asking.

When you find yourself without the awareness you'd like, take a minute to understand the tactical, pivotal, and strategic tools of progress. Then figure out a way to regularly gather information that helps you know how things are going.

For example, consider a child making her way through school. The tactical, pivotal, and strategic tools may look something like this:

- Tactical: Daily homework, test and quiz scores, teacher remarks
- Pivotal: Periodic grade cards (every 6 or 9 weeks)
- Strategic: Grade level completion; and, ultimately, graduation

There are times when *We* doesn't know how things are going either, but this is likely due to a different issue. Individual members of *We* may become dubious of *We*'s current situation, but have a hard time verbalizing what their instincts are telling them. Uncertainty abounds

within organizations that have not adapted to the ever-changing world around them.

To respond to the dynamic external world, organizations often look inward and apply familiar tactics that have worked in the past to try to solve new problems. When these old methods don't work, *We* attempts to force them to work by adding more vigor.

Business consultant Charlie Munger calls this tendency to use the familiar even in the face of a changing reality the "man with a hammer syndrome." He is referring to the famous psychologist Abraham Maslow's quote: "I suppose it is tempting, if the only tool you have is a hammer, to treat everything as if it were a nail." Too often *We* keep hammering away, confused and disillusioned that this work doesn't produce any results.

A project team that operates utilizes a Lean or Agile approach has a built in set of tools to know how things are going:

- Tactical: Daily standup meetings and visible work in progress
- Pivotal: Cycle reviews provide insight into progress toward goals
- Strategic: Frequency of product releases, backlog growth

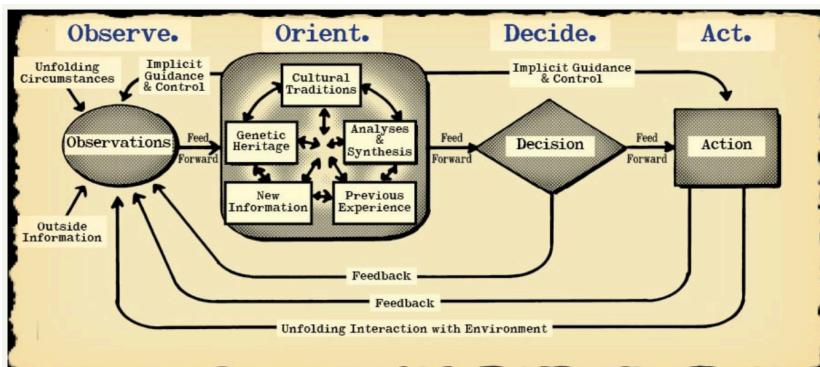


Figure X: John Boyd's OODA Loop [New Image Coming]

A broader view of this set of tools is summarized by what is called the OODA loop - Observe, Orient, Decide, Act. This model, developed by

military strategist John Boyd, is a method for dealing with uncertainty. It is an explicit representation of a process that people, teams, and organizations can use to learn, grow, and thrive in a dynamic environment. [b]

Observe. Through observation and collection of new information about the changing environment, *We* becomes open to the possibility that the world has changed. *We* is then able to gain the knowledge and understanding crucial for accurate situational awareness. Openness to the dynamic world positions *We* to overcome confusion-inducing repetition.

Orient. According to Boyd, this is the most important step in the OODA Loop. Orientation is vital to *We*'s success because it is the point at which *We* compares existing views of the world with the new observations and identifies discrepancies. To reestablish harmony, *We* must adjust its view of the world to the new reality revealed through observation.

Decide. While Boyd used the term Decide, he also referred to this step as Hypothesis, suggesting the uncertain nature of the decision. He suggests that the decision is really movement forward based on the best hypothesis. This step is then tightly coupled with the next step, Act.

Act. Action is the only way that *We* can learn about the hypothesis and continue to adjust. If the new hypothesis proves to be off, *We* starts the OODA Loop over. *We* continues to iterate through the loop until a new normal is established - harmony between the organization and the outside world.

The more comfortable *We* becomes with this way of thinking and working, the more successful *We* will be in navigating the dynamic environment in which *We* exists. By regularly evaluating tactical, pivotal, and strategic metrics, *We* is systematically taking the first step in the OODA Loop. This frequent observation provides input for *We* to cycle through the rest of the loop on a regular basis as needed.

When interacting with *They*, it is best to assume that *They* rarely know how things are going. For example, patrons of a restaurant delegate food preparation to others for a reason. Typically, business sponsors delegate projects to other teams in order to focus on their own projects. So, almost by definition *They* don't know how things are going because *They* delegated the task or project to *Me* and *We*.

With this in mind, it is up to *Me* and *We* to talk with *They* and discover what information is beneficial for their peace of mind.

For example, a children's hospital applied this principle when it developed a method of keeping parents and family members updated on a child's status during same-day surgery. To honor the privacy of each patient, this system provided regular updates through a mobile app. Concerned family members around the world could receive information regarding the child's status.

More examples of this include the implementation of countdown timers at airport terminals, which alert waiting passengers to the time remaining until the terminal doors close, or a good server at a restaurant who seems to instinctively know when to refill your drink or ask about the check.

One way *They* evaluate the quality of a product or service is based on how well *Me* and *We* keep *They* updated with relevant information. A pertinent message at the appropriate moment promotes *They*'s peace of mind.

Regardless of the situation, when *Me* and *We* attempt to achieve a goal, remember that understanding the progress toward that goal will increase overall well-being. If *Me* or *We* do not understand the progress, seek out the appropriate tactical, pivotal, and strategic tools that will provide the necessary information. Set the feedback at a proper frequency that helps *Me* and *We* always know how things are going.

Don't forget about *They*. Consider the message and regularity that keep *They* informed as well, because *They* also want to know how things are going.

What to read next:

Things should Work as Expected. The feedback received or provided to others is only valuable within a set of expectations.

Quality is Baked In. The feedback received or provided to others is judged by what is important or valued - the quality of the experience.

Always Know How the Parts Relate to the Whole. Understanding feedback received only works when you know how it fits within a larger context.

Interaction should be Distraction Free. A pertinent message at appropriate times minimizes distraction.

Things Go Better when Done with Others. Talk to *We* and *They* to discover what feedback and frequency promotes peace of mind.

Embrace Your Complexity and No One Else's. Providing feedback to *They* may be *We*'s responsibility. What *They* do with it is up to them.



Quality is Baked In

Quality is Baked In

A “Killer Brownie” from Dorothy Lane Market (DLM) in Dayton, Ohio isn’t an ordinary brownie. It contains chocolate and peanut butter and peanuts. It’s a 2” x 3” x 1.5” delight that costs \$5. Why do people pay \$5 for a brownie when they could buy a box mix for less money and have a whole batch of brownies? Clearly, there is something about these brownies that make them just taste better.

A master carpenter who builds a fine cabinet does not use any piece of plywood on the back, even though no one would ever see it. The carpenter would know the quality of the materials put into it, and because of the pride taken in the work, the master carpenter would make the whole cabinet consistent and excellent. An artisan knows that to sleep well at night, the entire cabinet must be exceptional.

A solid definition of quality is elusive. Whether low or high, all products, services, and experiences have a quality. The question is how to measure or determine quality, and the answer to this question is unique to each person. One pair of jeans may be “the best ever” for

one person and uncomfortable for the next. A movie may be very enjoyable to a teenage girl, and put the guy sitting next to her to sleep.

The Harmonics Way is a path toward excellence - high quality. As such, we need to consider an entire product, service, or experience. It's the whole thing, and that which produces harmony for *We* and *They* is high quality. That which disturbs their peace of mind is poor quality. When a product "just works" or a heart wrenching movie "made me cry" there is evidence of high quality.

The ultimate test of high quality for *Me* is the state of flow during the product creation or service delivery process. If *Me* doesn't have peace of mind during the act of producing the product or delivering the service, the problems *Me* brings to the experience will likely spill over into the experience.

For example, many factors contribute to the experience of DLM brownies including the ingredients, the recipe, and the employees (*We*) who produce them. The greatest source of possible variation in the process of producing exceptional brownies is the people - the *Mes* who bring to work a myriad of issues that possibly block their peace of mind. These issues can turn into missteps in following the recipe or process.

Similarly, if the master carpenter is not in flow during the construction of the cabinet, the issues that block the flow may manifest themselves in a saw cut that is slightly off or a drill hole that is a little too big.

When *Me* is in flow it is readily apparent in the attitude and approach to work. A programmer who is in tune with the code will recognize excellent code as it emerges. A writer who is in peace of mind knows excellent writing as it is written.

There is one important caveat to this and that is that the result is highly dependent on the capability and experience of the individual. A recent college graduate may be in flow and produce her best work, but this will not be as good as a seasoned veteran who is in flow. People produce their best possible work while in flow, but what is possible for one person may not be possible for another.

It is much easier to control the quality of ingredients and materials and processes than it is people. Therefore if you manage or influence *We*, work hard to create an environment in which *Me* can be in a state of flow. The quality of your product or service depends on it.

The premise of the Harmonics Way is that if all of the *Mes* are in flow, it is easy to assume that *We* will be in harmony with each other as well. And when *We* has a harmonic flow excellent products will be produced and 5-star services will be delivered.

The environment for *We* to be in flow varies across industry. Csikszentmihalyi describes factory workers and computer programmers and musicians all being in the state of flow while working. It is very likely that if you work at it a bit, you can discover the process and practices that will enable the *We* in your world to aspire to high quality while working in flow.

So, rather than try to prescribe guidelines for specific activities, the Harmonics Way provides principles that can guide you in the discovery of practices and processes that work for you and your environment. Each team should discover processes that work for their specific project. Or, to put another way: Discover the process per team per project.

A team can work on a new project and discover that the process used previously doesn't quite work. This is why it is important to learn to constantly adjust. If you add a *Me* to a team, it is a new *We* and the processes may need to be adjusted slightly. If the project takes an abrupt turn, it may be a new project and *We* need to accommodate the change. Again, it is important to keep in mind: Continuously discover the process that supports the team for each unique project.

While all of the Harmonics Way principles contribute to *Quality is Baked In*, three principles in particular serve as a starting point as you explore processes that work for your *We*:

Always Know how Things are Going. Each *Me* should know how *We* are doing in the pursuit of *We*'s goal.

Always Know how the Parts Relate to the Whole. Each *Me* should be aware of how an individual action contributes to *We*'s goal.

Interaction should be Distraction Free. Each *Me* should be able to complete a task without interruption.

Creating an environment and a work process that supports these three principles will take your *We* to a new level of flow and, with it, a new level of quality.

The pursuit of excellence is sometimes elusive, yet there are two telltale signs that one is on the path: invitation and trust.

Many customers are willing to pay \$5 for a brownie from DLM. Or, another way of looking at this is that *They* regularly **invite** a DLM brownie into their lives. *They* invite the brownie to parties and personal indulgences because it is a high quality experience. DLM knows it is delivering something of value because people keep inviting it back.

Similarly, when a computer programmer builds quality software components, more people want to work with that person and the opportunities to work on increasingly interesting projects grow.

While there are many factors that affect the opportunities a person or product is presented with, a pursuit of excellence definitely helps open the door to the unexpected. Only the high quality candidates and experiences get invited to the next level.

Invitation is one sign that *They* like an individual or product or company. However, invitation alone paints an incomplete picture. *They* may repeatedly invite a product to do a job, not due to its high quality, but because it is the only one available on the market.

A more complete picture of quality must also include **trust**. Consider a new product that no one has heard of. The people sociologist Everett Rogers calls innovators and early adopters in the market are willing to take a chance with the product [REF]. These customers don't necessarily trust the marketing slogans, but they are curious enough to step out.

As the number of people experience the product and find it beneficial, *They* begin to learn about the product and trust the early adopters. *They* only trust the company and its product because of the experience of the early adopters. An excellent product will be invited into a growing number of *They* domains as the trust in the experiences of others grows.

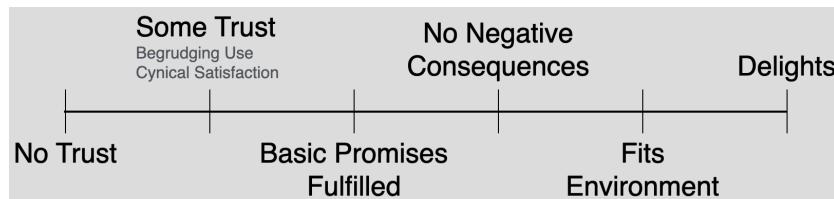


Figure X: Trust continuum

This is true of physical products, software products, and services as well. Think of a software system you use at work or an app on your phone. Where does it fall on this trust continuum displayed in Figure X?

Another useful tool to use in order to understand how others perceive your product, service, or team is the Net Promoter Score (NPS). The NPS was originally developed to measure customer experiences and predict business growth. Today this one proven metric is used world wide in customer experience management programs.

While the NPS is typically applied to an organization's brand, it can also be helpful to measure any product, service, team, or even an individual. This metric is obtained through a survey comprised of one simple question: "On a scale of 1 - 10, how likely is it that you would recommend [product, service, team, person] to a friend or colleague?"

Respondents are grouped into three general categories, as illustrated in Figure X:

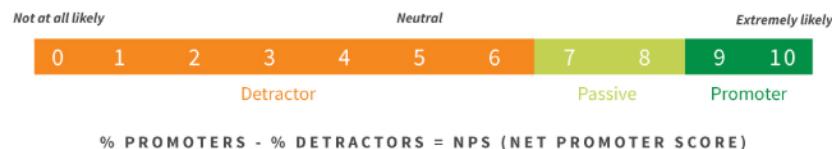


Figure X: Net Promoter Score [New Image Coming]

Promoters (score 9 - 10) are fans. These loyal supporters will continue to utilize and/or refer others, which fuels growth.

Passives (score 7 - 8) are satisfied, but not fans. These people may choose to work with a different person/team or use a different product / service if the opportunity presented itself.

Detractors (score 0 - 6) are unhappy, and potentially adversarial. These people may impede growth through negative word-of-mouth conversations and social media posts.

The NPS is calculated by subtracting the percentage of Detractors from the percentage of Promoters. The NPS can range from a low of -100 (everyone is a Detractor) to 100 (everyone is a Promoter).

This score provides a key measurement of the quality and overall perception of your product or team. This is vital, for as you may recall from the chapter on Things Should Work as Expected, perception is reality.

Ask your customers, patrons, or stakeholders this one simple question and find out how well you are performing. You may be afraid to know the results, but at least you will know how things are going.

People continue to pay \$5 for Killer Brownies at DLM. In doing so, they trust that the brownie will delight their palates, and it is very likely that their customers will recommend them to a friend or colleague. DLM was able to grow their brand because the quality is baked in.

What to read next:

Things should Work as Expected. When the quality *They* expect is delivered, the opportunities for *Me* and *We* increase.

Always Know How Things are Going. The sooner you know that a step in a process affects quality, you can adjust quickly as needed.

Always Know How the Parts Relate to the Whole. It is important to know where to look for quality breakdowns within a process.

Interaction should be Distraction Free. For *We* to find flow, each *Me* must be able to complete a task without interruption.

Things Go Better when Done with Others. *They* are the judge of quality of *Me* and *We*. As *Me* and *We* understand more of what *They* expect, the more apt *Me* and *We* are to meet that expectation.

Embrace Your Complexity and No One Else's. Work to discover the process that supports *We* on each project.