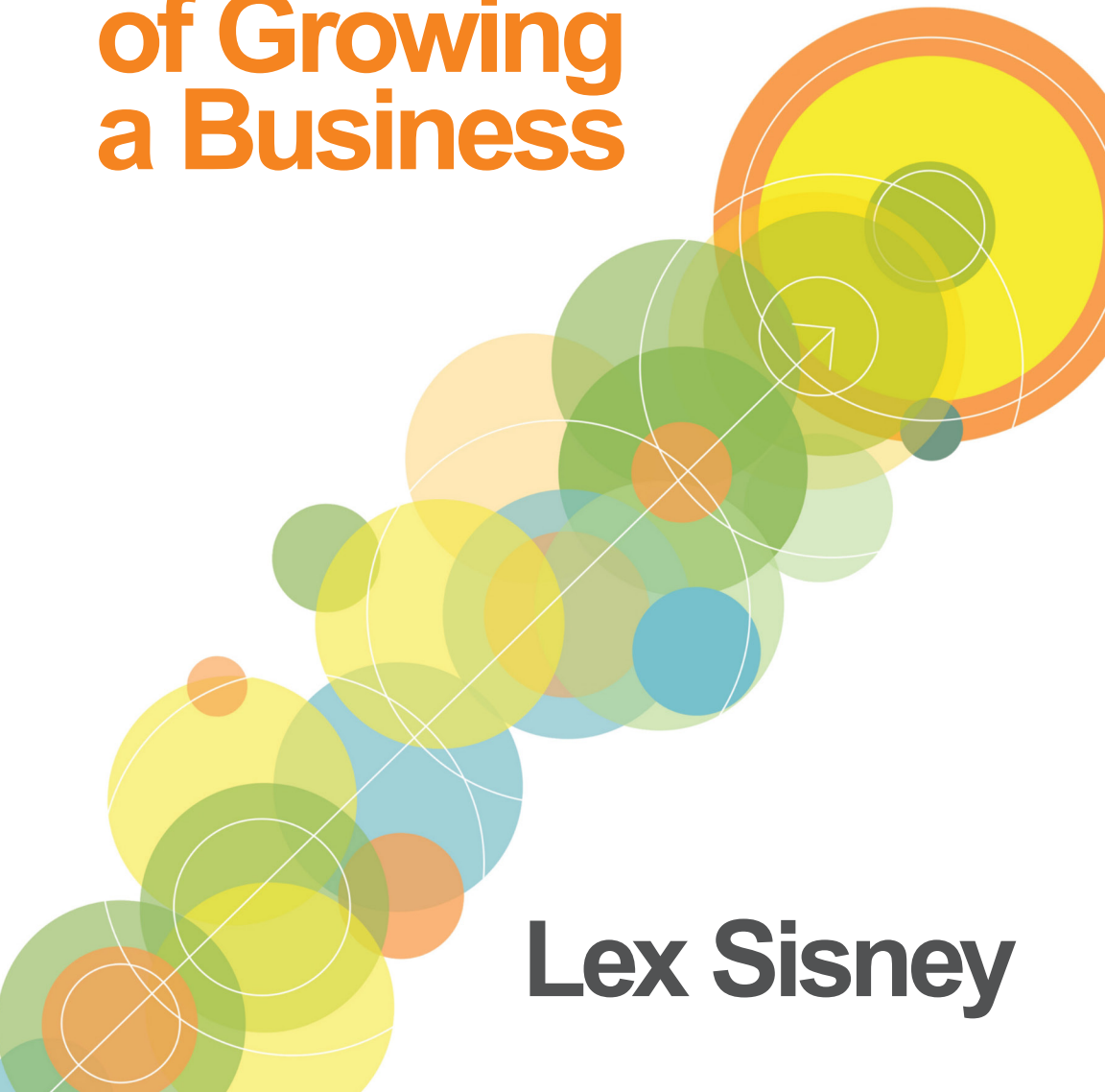


REVISED EDITION

Organizational Physics

The Science
of Growing
a Business



Lex Sisney

REVISED EDITION

Organizational Physics

AUDIOBOOK IMAGES

Lex Sisney

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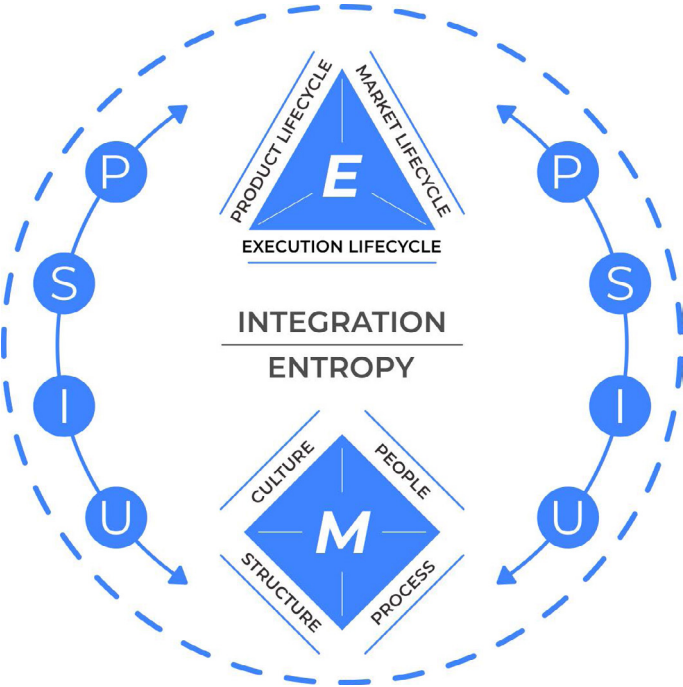


Figure 1. The Organizational Physics Map

PART I

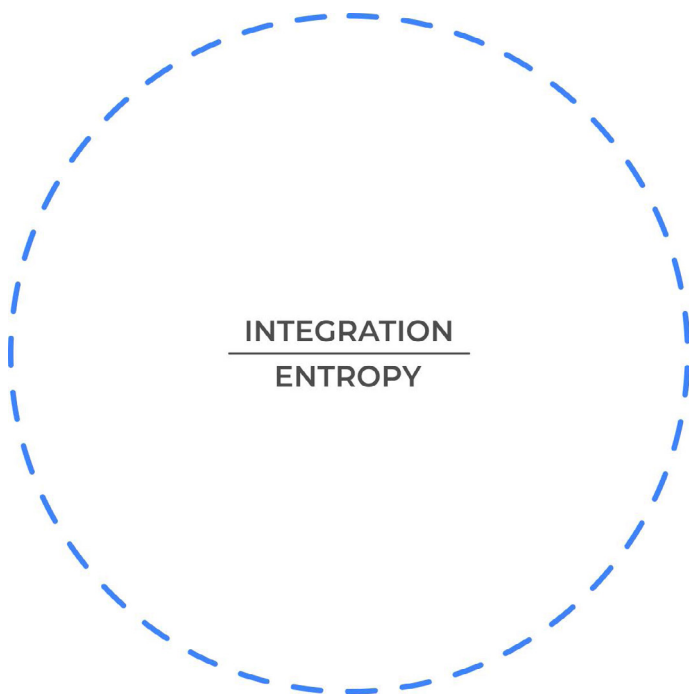


Figure 2. Summary of Part I: Success is a function of integration over entropy

CHAPTER 1

$$\text{Success} = \sum \left[\frac{\text{Integration}}{\text{Entropy}} \right]$$

Figure 3. The Universal Success Formula

$$\text{Success} = \sum \left[\frac{\text{Integration}}{\text{Entropy}} \right]$$



Available energy first flows here

Figure 4. Available energy first flows to manage internal entropy needs

$$\text{Success} = \sum \left[\frac{50}{50} \right]$$



Figure 5. High entropy steals from top-line success

$$\text{Success} = \sum \left[\frac{75}{25} \right]$$



Figure 6. Decreasing entropy frees up more energy for top-line success

CHAPTER 2

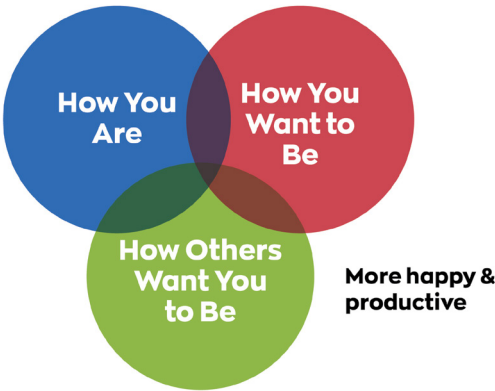


Figure 7. The vector of happiness and productivity



Figure 8. The greater the gap, the more unhappy and unproductive you are

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Figure 9. The narrower the gap, the greater the happiness and productivity

PART II

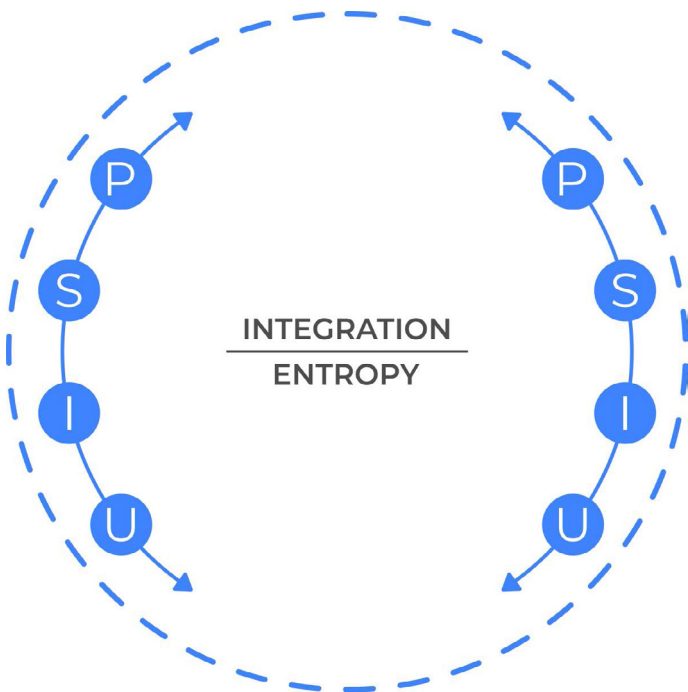


Figure 10. Summary of Part II: Every organization has four forces competing for available energy: Producing, Stabilizing, Innovating, and Unifying

CHAPTER 3

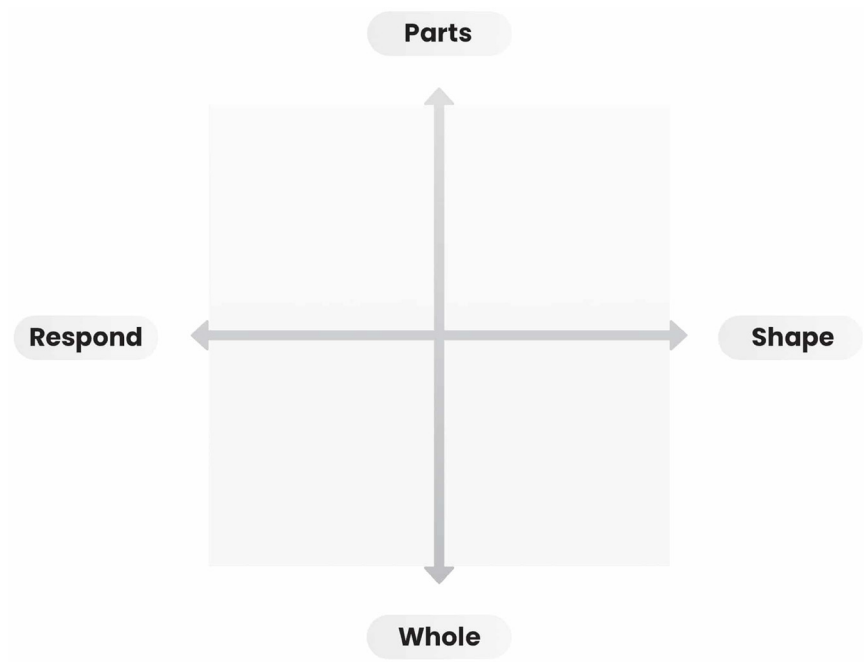


Figure 11. The Adaptive Systems Model of Organizational Physics

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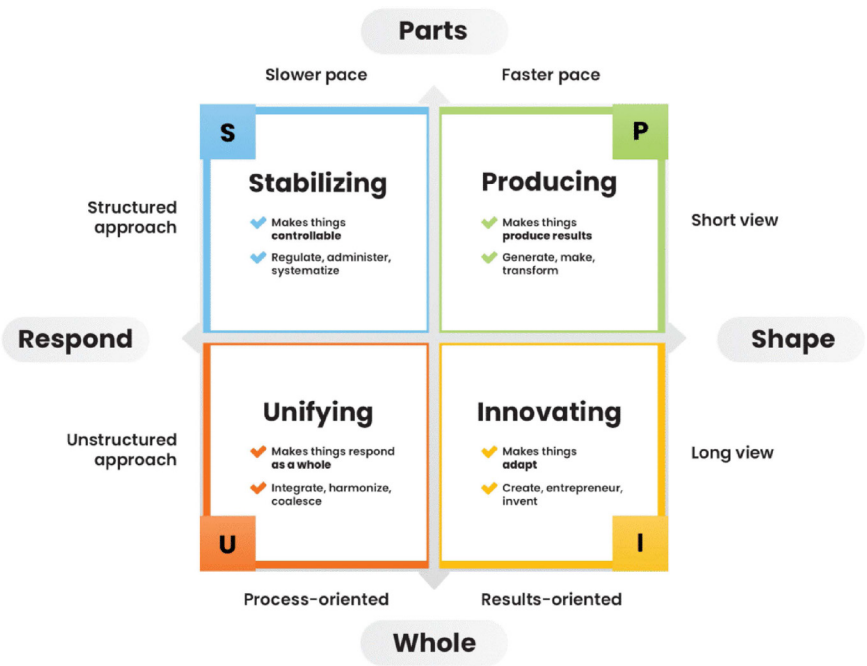


Figure 12. The Four Forces of Organizational Physics: Producing, Stabilizing, Innovating, Unifying

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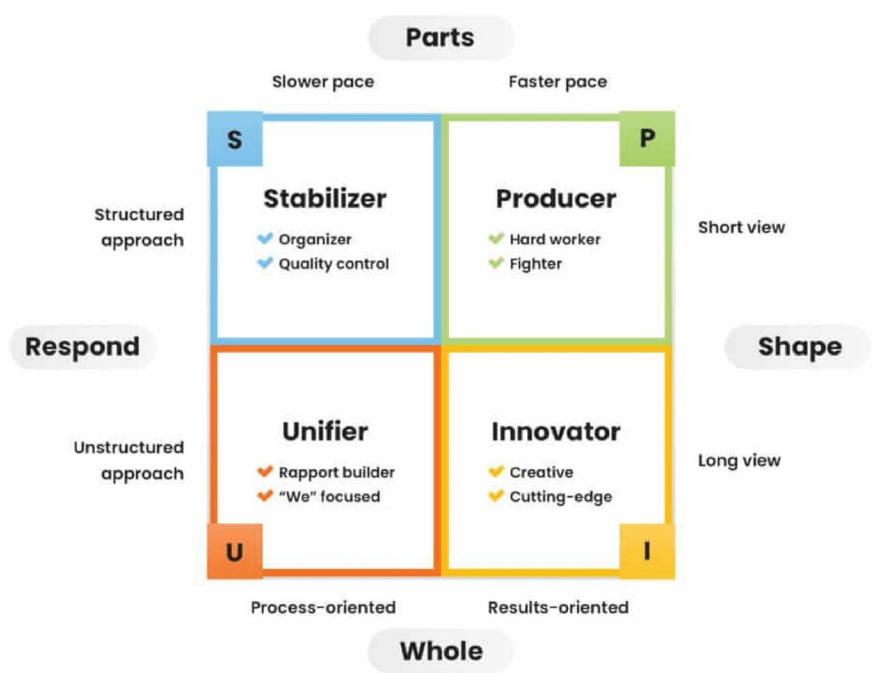


Figure 13. The Four Styles of Organizational Physics: Producer, Stabilizer, Innovator, Unifier

	Lens	Energy Drains	Energy Gains	Foes	Friends
Producer	What	Not enough time	Momentum/ results	Not working hard/fast	Working hard/ fast
Stabilizer	How	Not enough control	Order/ accuracy	Not doing it right	Follow the process
Innovator	Why not?	Too many ideas	Enthusiasm/ buy-in	Not getting it	Support their ideas
Unifier	Who	Too many conflicts	Harmony/ intimacy	Not working as a team	Add to the group

Figure 14. The friends, foes, gains, and drains of each style

CHAPTER 4

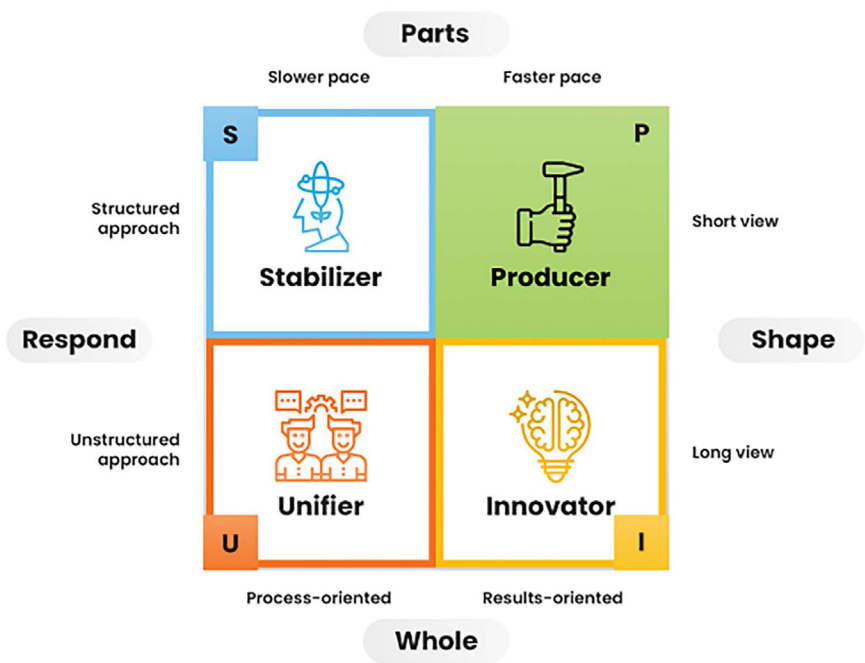


Figure 15. The Producer Style

ORGANIZATIONAL PHYSICS AUDIOBOOK IMAGES

The Producer	
Enjoys	Completing tasks
Personal work space	Cluttered/busy
Normal communication style	Energetic/fast/to the point
Primary work focus	Implementing the game plan/producing output
Typical complaint	People aren't working hard enough
Decision making behavior	Quick/figures it out along the way
Addresses problems by	Working harder/getting others to work harder
Likes to be praised for	Being productive/working hard
Excels at	Taking action
Most satisfied when	Scores a victory

Figure 16. Traits of the Producer Style

CHAPTER 5

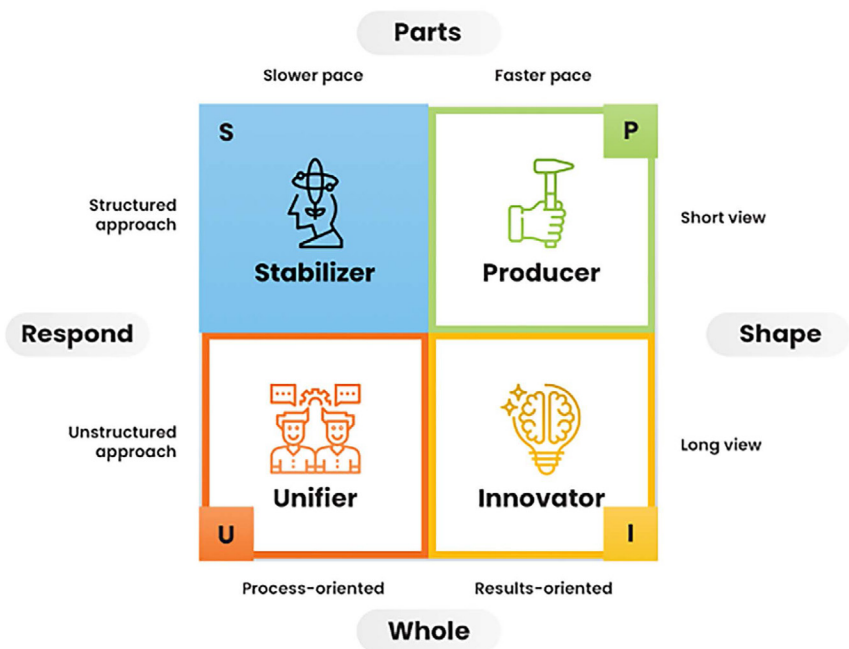


Figure 17. The Stabilizer Style

ORGANIZATIONAL PHYSICS AUDIOBOOK IMAGES

The Stabilizer	
Enjoys	Analyzing problems and tasks
Personal work space	Practical/organized
Normal communication style	Factual/deliberate/methodical
Primary work focus	Planning/organizing/systematizing
Typical complaint	People not following the process
Decision making behavior	Methodical/decides once everything is understood
Addresses problems by	Implementing new systems/revising policies and procedures
Likes to be praised for	Finding efficiencies/creating order/high quality
Excels at	Analysis
Most satisfied when	Achieving high quality

Figure 18. Traits of the Stabilizer Style

CHAPTER 6

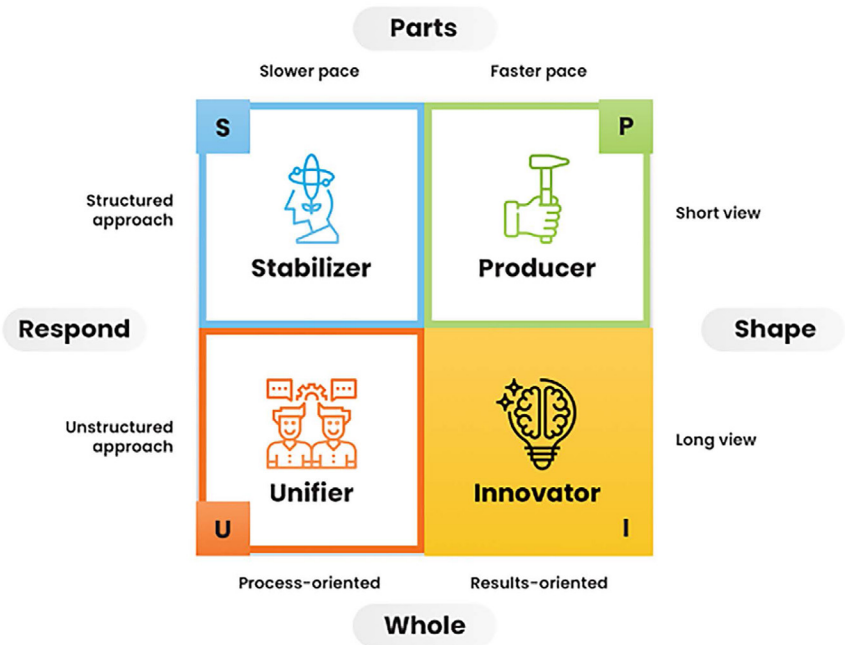


Figure 19. The Innovator Style

ORGANIZATIONAL PHYSICS AUDIOBOOK IMAGES

The Innovator	
Enjoys	Spotting new opportunities
Personal work space	Unique/creative
Normal communication style	Charismatic/expressive/excitable
Primary work focus	Moving the next latest thing forward/spotting trends
Typical complaint	People aren't getting it
Decision making behavior	Bold/decides once the opportunity is sensed
Addresses problems by	Looking for new approaches or ideas
Likes to be praised for	Finding creative solutions that work/getting others excited
Excels at	Conceptualizing
Most satisfied when	Thinking outside the box

Figure 20. Traits of the Innovator Style

CHAPTER 7

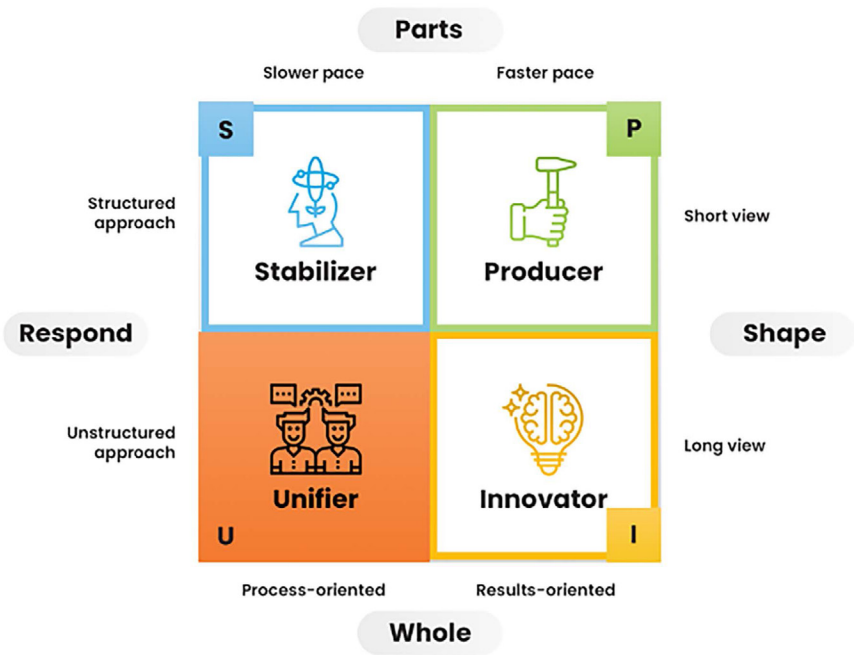


Figure 21. The Unifier Style

ORGANIZATIONAL PHYSICS AUDIOBOOK IMAGES

The Unifier	
Enjoys	Listening and empathizing with others
Personal work space	Warm/welcoming
Normal communication style	Appreciative/connecting/affirming
Primary work focus	Building consensus/meeting people’s needs/teamwork
Typical complaint	People aren’t being team players
Decision making behavior	Astute/decides once everyone’s viewpoint is known
Addresses problems by	Communicating/bringing people together
Likes to be praised for	Understanding others/Uplifting the team/emotional intelligence
Excels at	Empathizing/unifying a group
Most satisfied when	Developing strong relationships

Figure 22. Traits of the Unifier Style

PART III

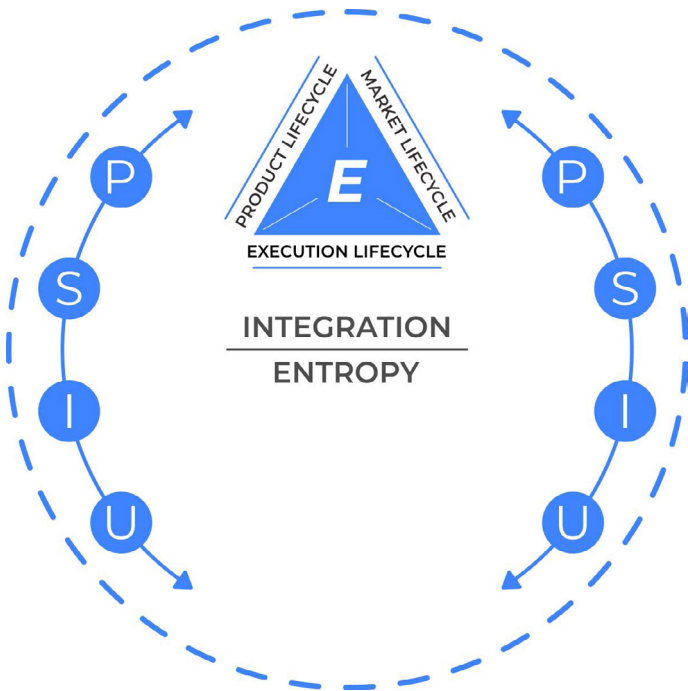


Figure 23. Summary of Part III: A successful strategy is one that aligns three lifecycles: Product, Market, and Execution

CHAPTER 9

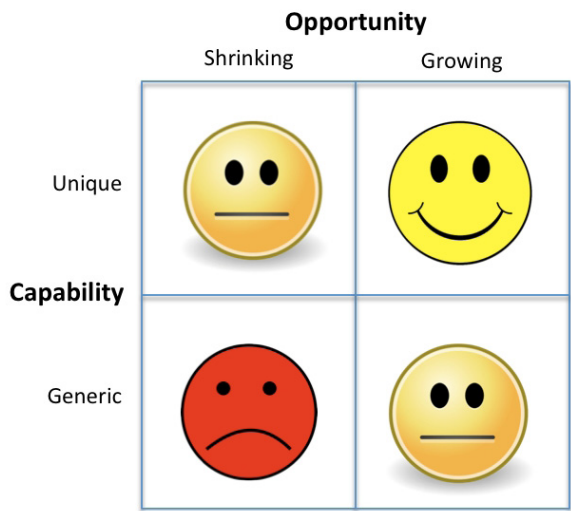


Figure 24. Not all opportunities and capabilities are created equal

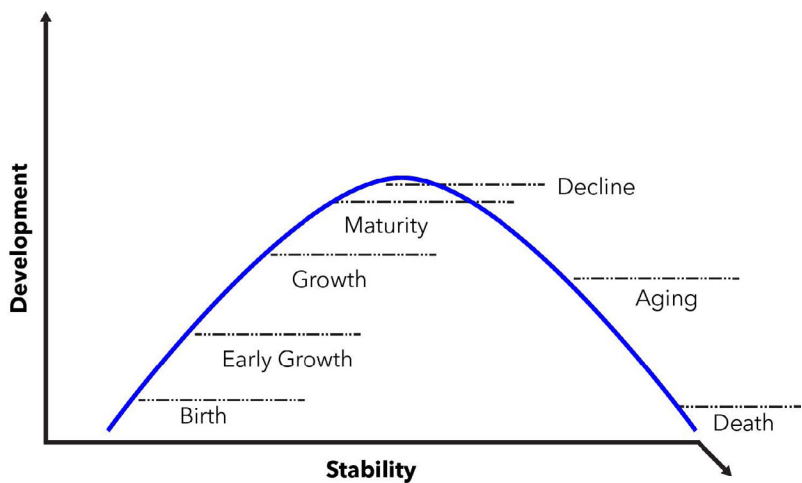


Figure 25. Everything follows a lifecycle

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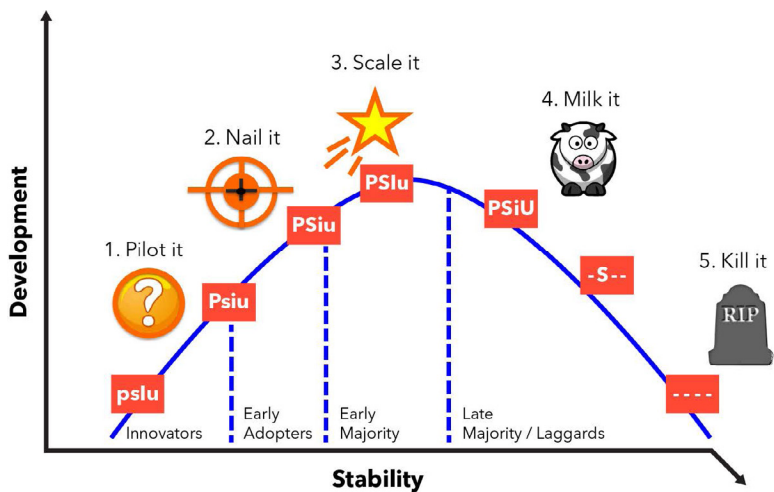


Figure 26. Aligned product, market, and execution lifecycles

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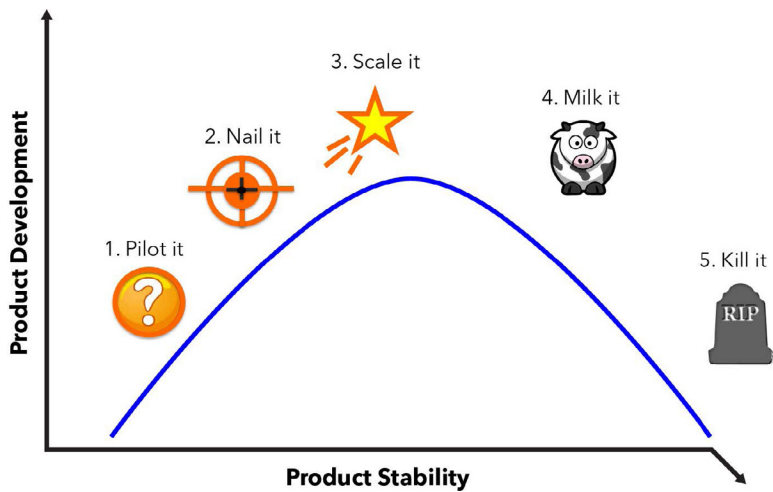


Figure 27. The stages of the product lifecycle

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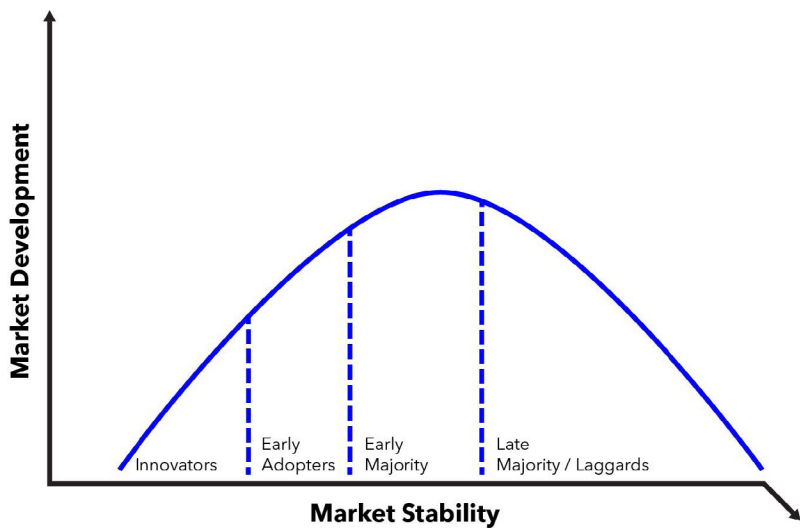


Figure 28. The stages of the market lifecycle

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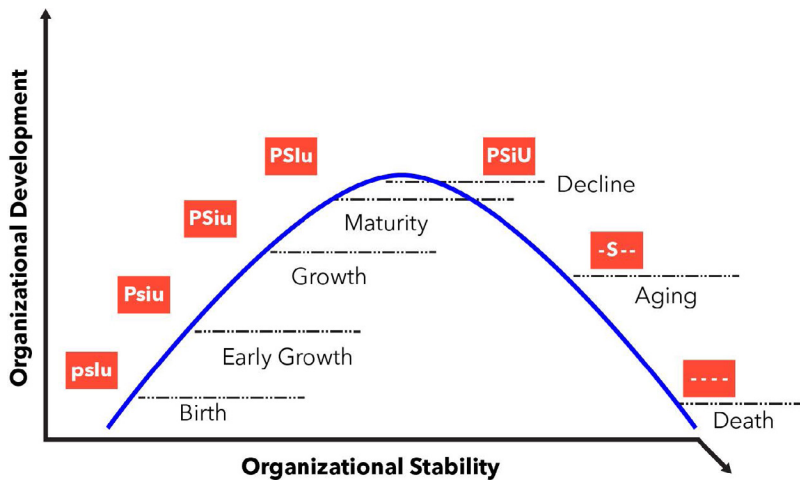


Figure 29. The stages of the execution lifecycle

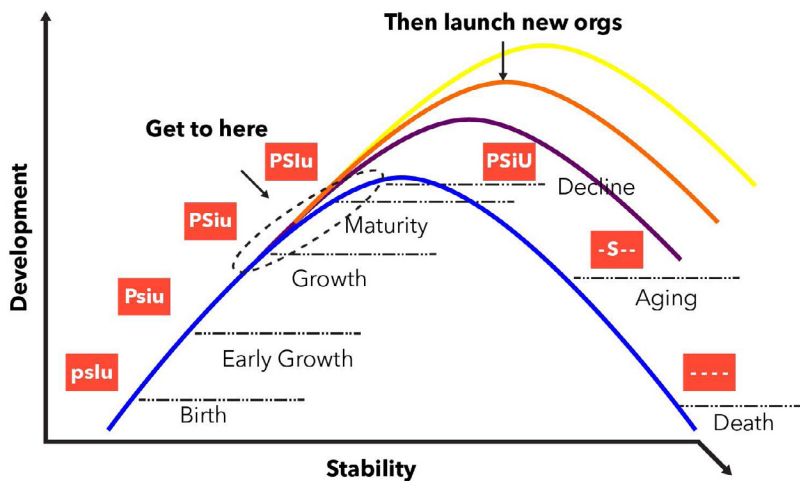


Figure 30. The goal of the execution lifecycle is perpetual renewal

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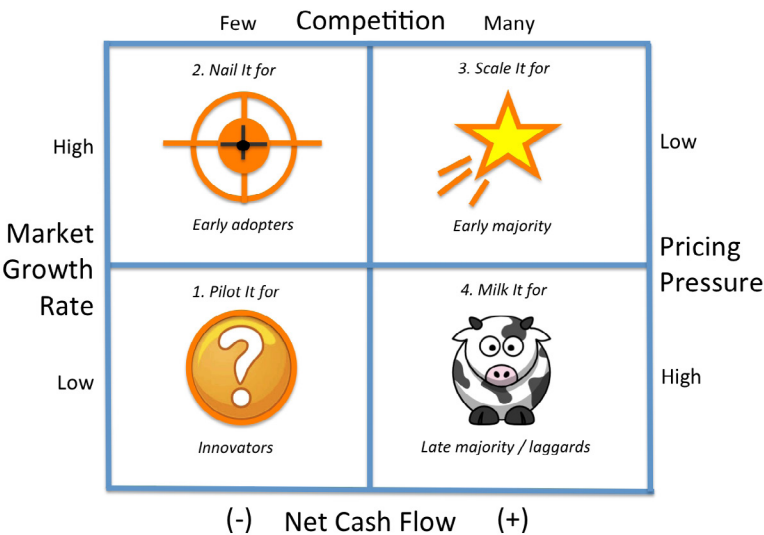


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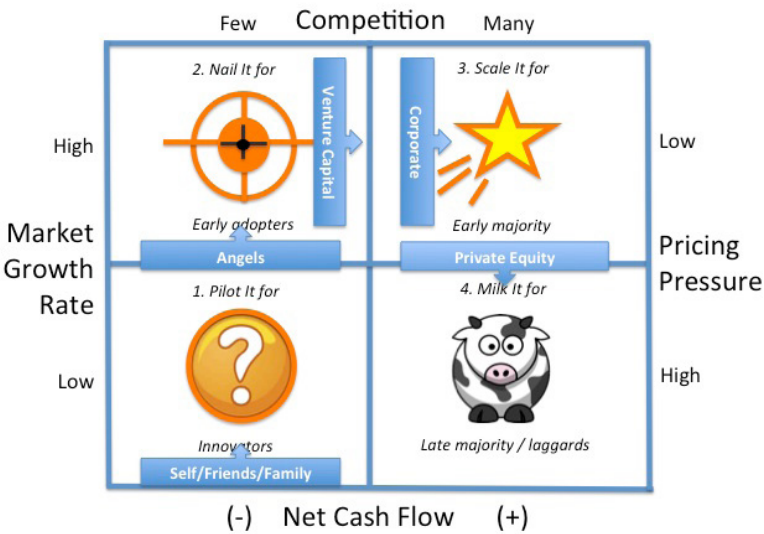


Figure 32. Typical investment capital timing and sources

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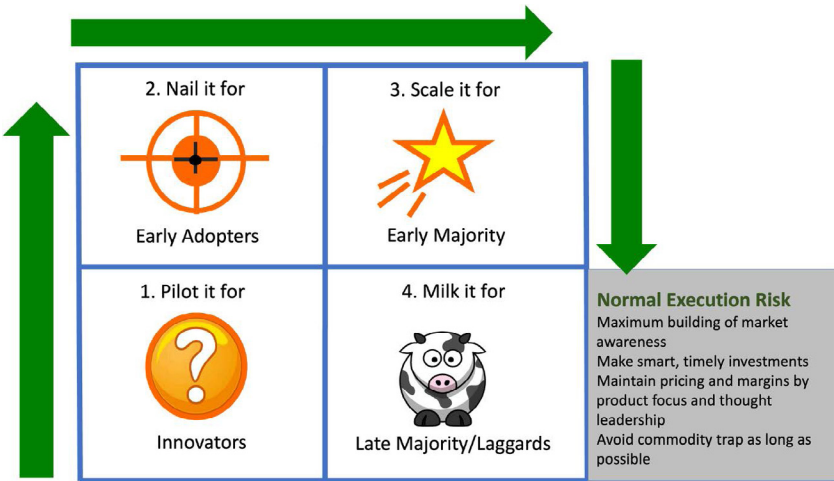


Figure 33. Normal Execution Risk

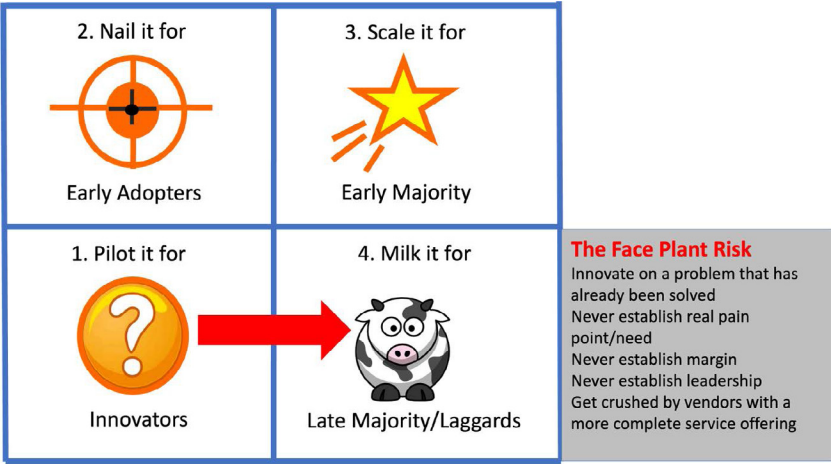


Figure 34. Face Plant Risk

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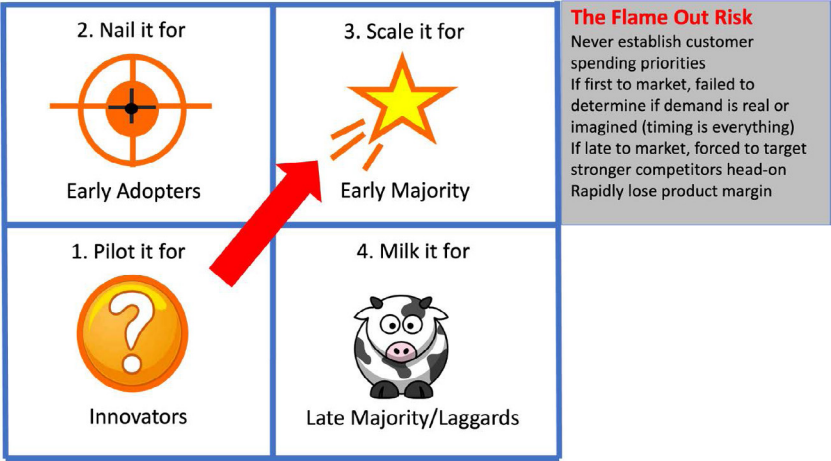


Figure 35. Flame Out Risk

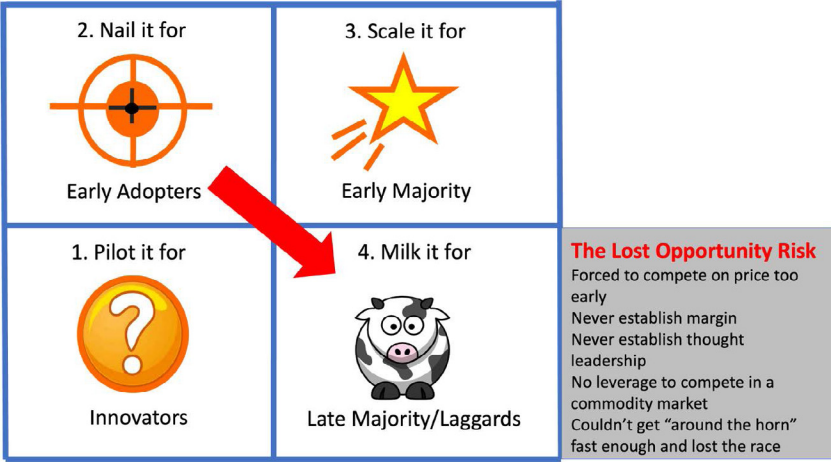


Figure 36. Lost Opportunity Risk

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Figure 37. Stagnation Risk

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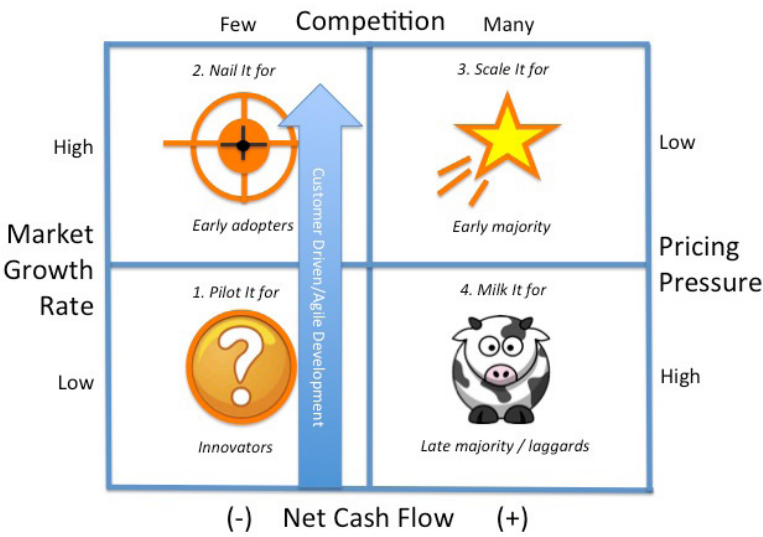


Figure 38. Customer-driven/agile development and lifecycle strategy

CHAPTER 15

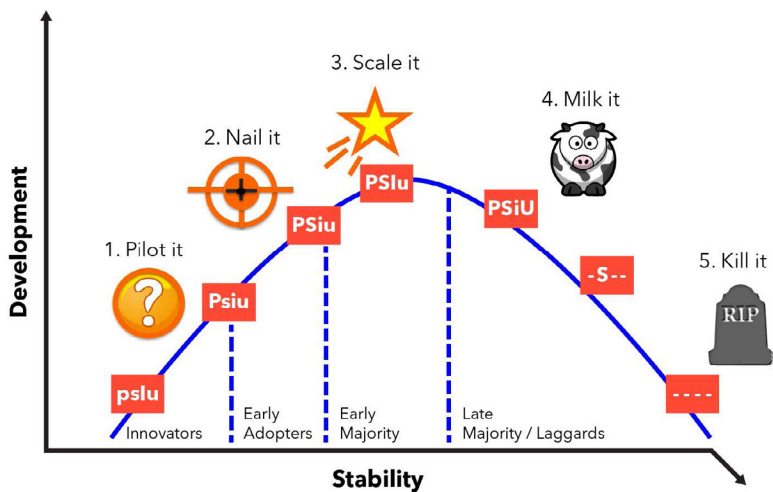


Figure 39. The Strategy Map

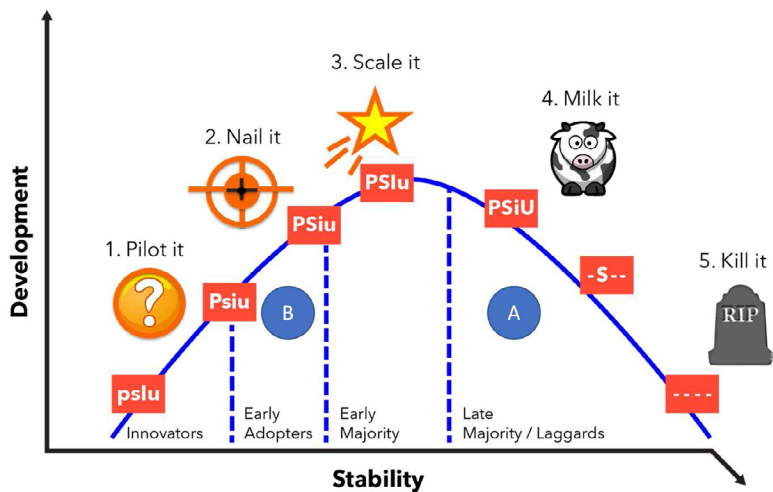


Figure 40. The Strategy Map in action (part 1)

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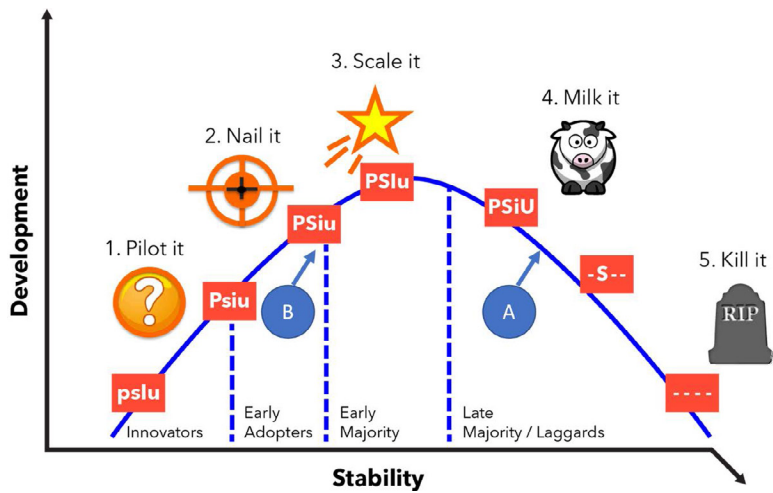


Figure 41. The Strategy Map in action (part 2)

PART IV

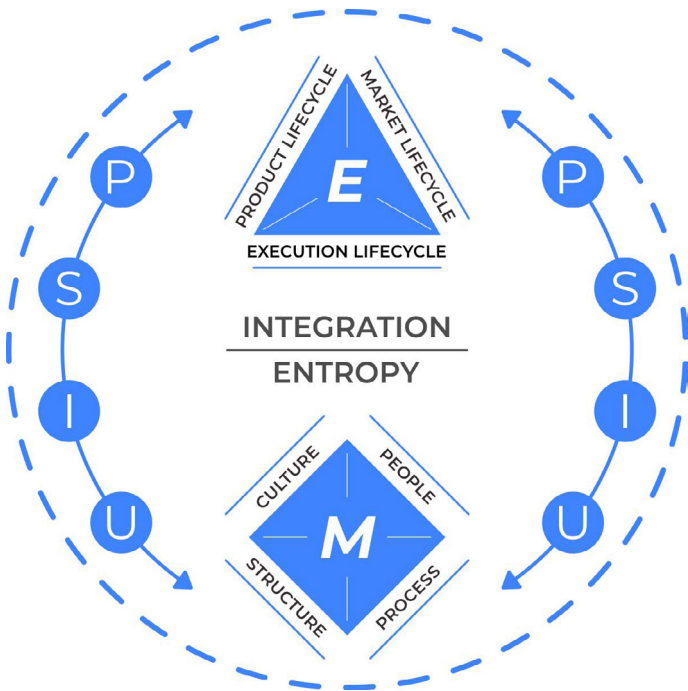


Figure 42. Summary of Part IV: If you want to execute fast, manage the mass

CHAPTER 16

With no outside forces,
this object will
never move



With no outside forces,
this object will
never stop



Figure 43. Newton's first law of motion

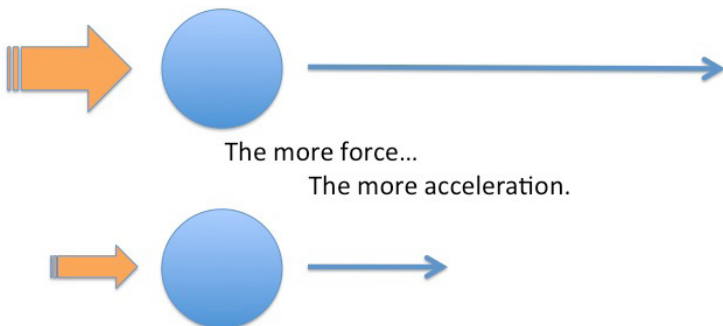


Figure 44. Newton's second law of motion

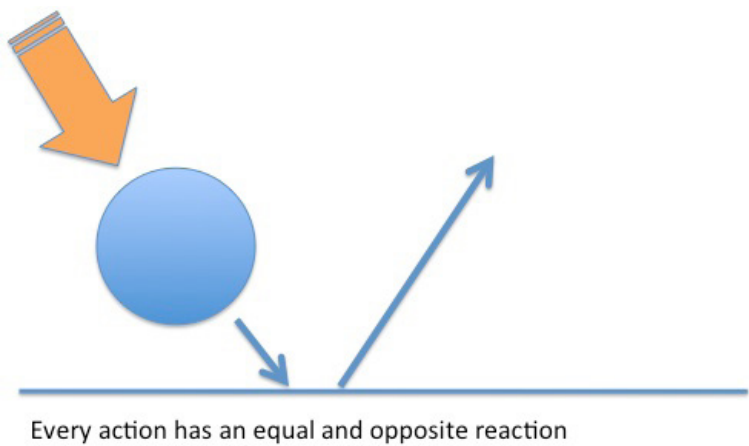


Figure 45. Newton's third law of motion

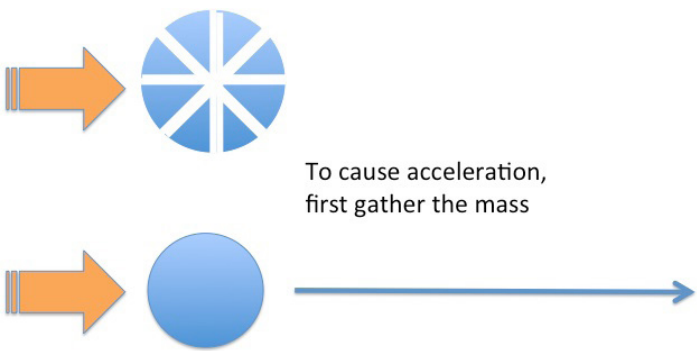


Figure 46. To create acceleration, first gather the mass

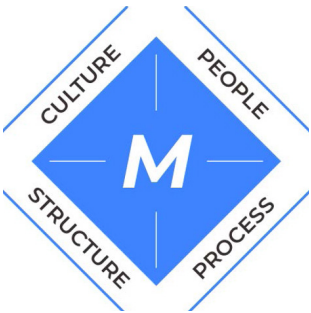


Figure 47. The Strategic Execution Diamond

CHAPTER 17

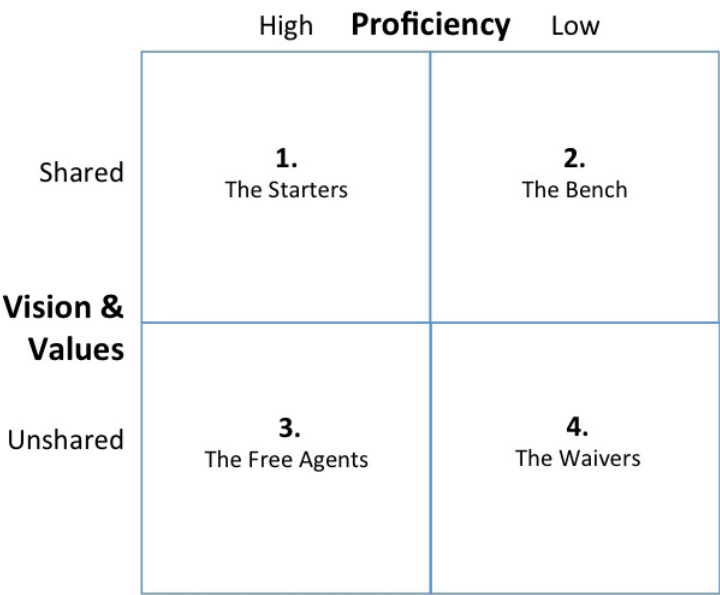


Figure 48. Who's on your team?

CHAPTER 18

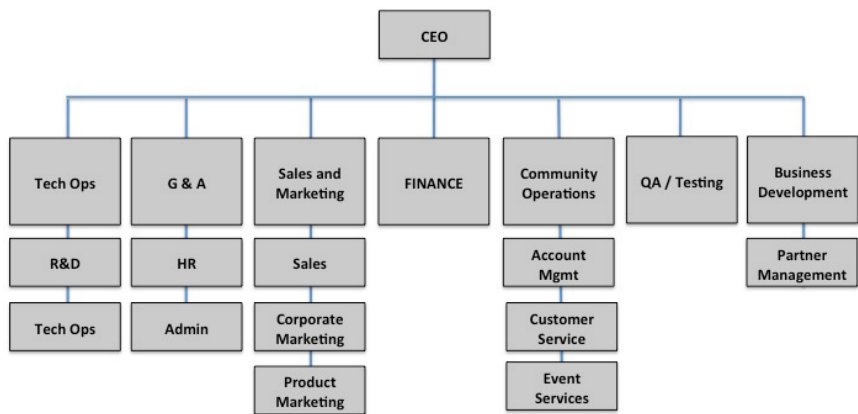


Figure 49. Structure done wrong. Can you tell what's wrong with this picture?

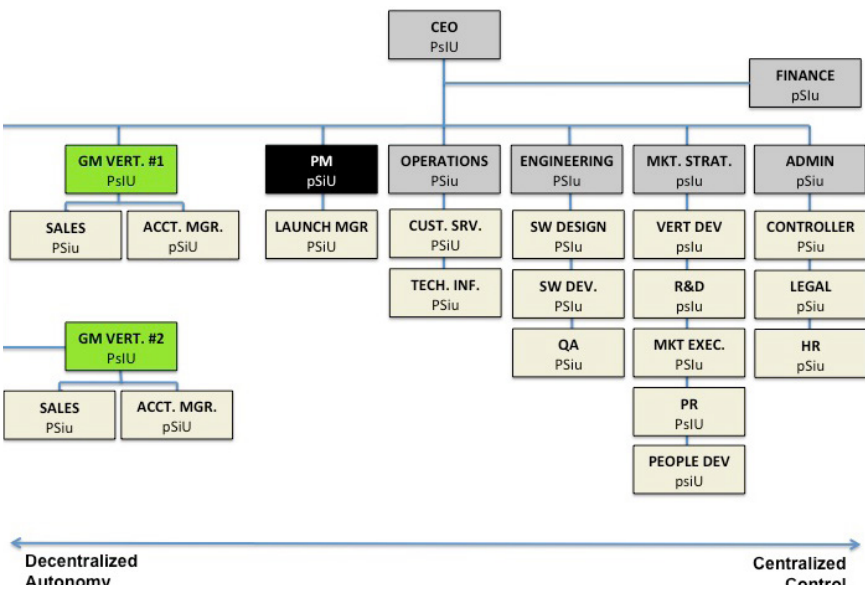


Figure 50. Structure done right. Can you tell how to scale this company?

CHAPTER 19

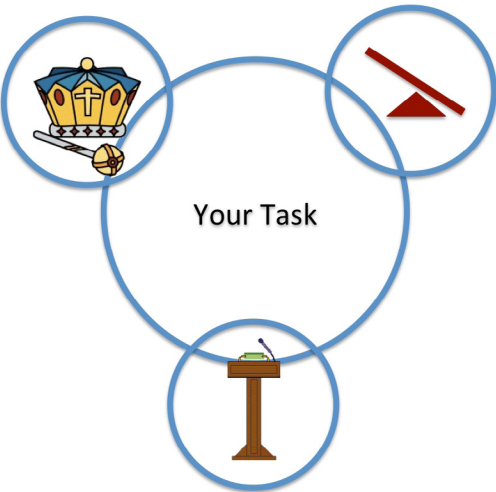


Figure 51. If your task is big, then you'll need to gather in the authority, power, and influence to make it happen

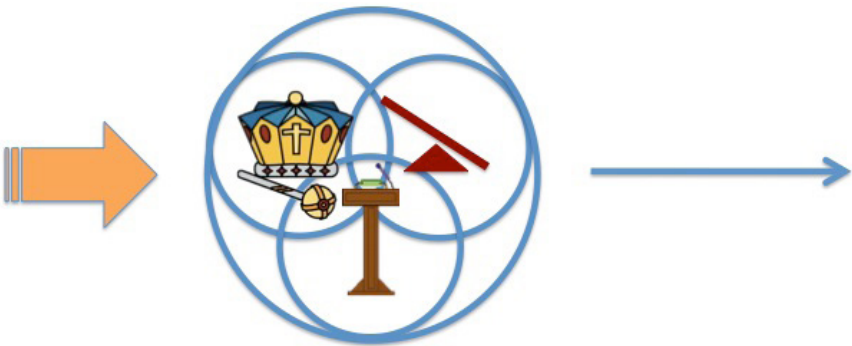


Figure 52. Once you've gathered in the authority, power, and influence, it's much easier to enact a change

There are hidden laws at work in every aspect of your business. Understand them, and you can create extraordinary growth. Ignore them, and you run the risk of becoming another statistic. It's become almost cliché: 8 out of every 10 new ventures fail. Of the ones that succeed, how many truly thrive-for the long run? And of those that thrive, how many continually overcome their growth hurdles... and ultimately scale, with meaning, purpose, and profitability?

The answer, sadly, is not many.

Author Lex Sisney is on a mission to change that picture. After more than a decade spent leading and coaching high-growth technology companies, Lex discovered that the companies that thrive do so in accordance with 6 Laws universal principles that govern the success or failure of every individual, team, and organization.

Read *Organizational Physics: The Science of Growing a Business*, and you'll:

- Understand the principles that govern your business, team, strategy, and execution
- Make better, and faster, decisions
- Create a purposeful, fulfilling, high-growth business
- Turn the inevitable breakdowns into powerful breakthroughs for rapid growth
- Build and manage aligned, passionate, high-performing teams
- Consistently choose the right strategies for growth - even in the midst of seemingly impossible complexity



Lex Sisney is a business scaling expert and a wizard at organizational structure and design. He works with CEOs and leadership teams of expansion-stage companies who are committed to growing their business without compromising their values. Visit him at OrganizationalPhysics.com.

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