Forward Thinking Pro

PORTFOLIO

Discover the space beyond
your boundaries…

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WHAT OTHERS ARE SAYING

“This book will help you discover the space beyond your boundaries by reprogramming and unbounding your subconscious.”
— John Ryskowski, Transformational Leader

“It’s clear you’ve given much thought to the prompts and ideas you’ve assembled and the insightful illustrations to match those thoughts. The catchphrase of creating and exploring the ’space beyond boundaries’ encapsulates your overall intention brilliantly. There is so much value in these prompts, especially for developing reflective thought practices to help us make and lead more purposeful, positive change in the world.”
— Michelle Bondesio, Growth Sessions Founder, Coach & Consultant

“I find the visualization of actual jobs, tasks, ways of organizing, and the kind of human leadership we seek critical in building the intuition necessary. Paying attention, pausing, probing, paraphrasing, and putting new ideas forward are some of the critical behaviors that will carry us forward into the kind of tender experiences we want to hold and become a part of in the future of work. A heartfelt congratulations to Bill on carrying the flag forward.”
— Sesil Pir, I/O Psychologist, HR Executive, Leadership & Transformation Expert

“Bill. I am indebted to you for sharing both your crystallized thoughts and the process behind them – it is brilliantly useful and relevant, even urgent. While folks like me continue to be appalled by the wastage of the human spirit, especially in the working world, you have figured a way to originate knowledge and inspire answers, action to address this. Kudos!”
— Sharath Jarugumilli, Analytics, Product Management, and Solutions Architecture Leader

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INTRODUCTION

Thirteen years ago marked a significant turning point for me. It was when my journey of personal transformation began in earnest. I didn't see it or realize that was happening at the time. I only became aware of it in hindsight.

An incredible number of people, experiences, courses, and books have impacted my journey. To help me master what I was learning, I recorded what was most helpful along the way.

In the summer of 2020, I learned how to turn many of these ideas into graphic designs.

Images that communicate the essence of the ideas more clearly and succinctly.

I began to share many of these images in newsletters and social media. The responses from readers and encouragement from colleagues have moved me to give this work more attention and resulted in this book.

I hope you will find a collection of designs that will help you jumpstart your own transformation and bring positive change to yourself and the world around you.

Bill Fox

FORWARD THINKING

Forward Thinking Pro

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FORWARD THINKING

Make the Shift

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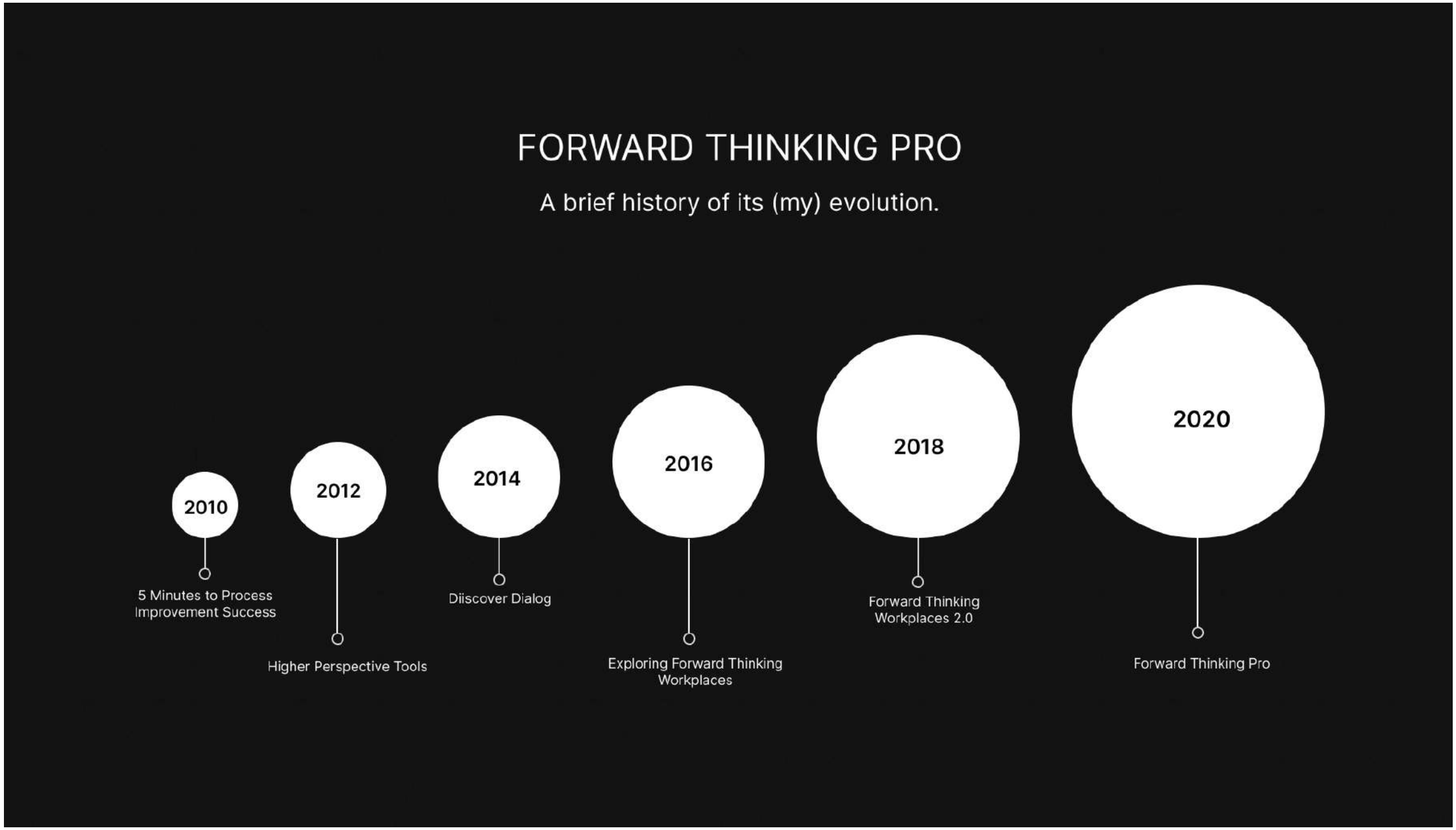

Forward Thinking Pro Evolution

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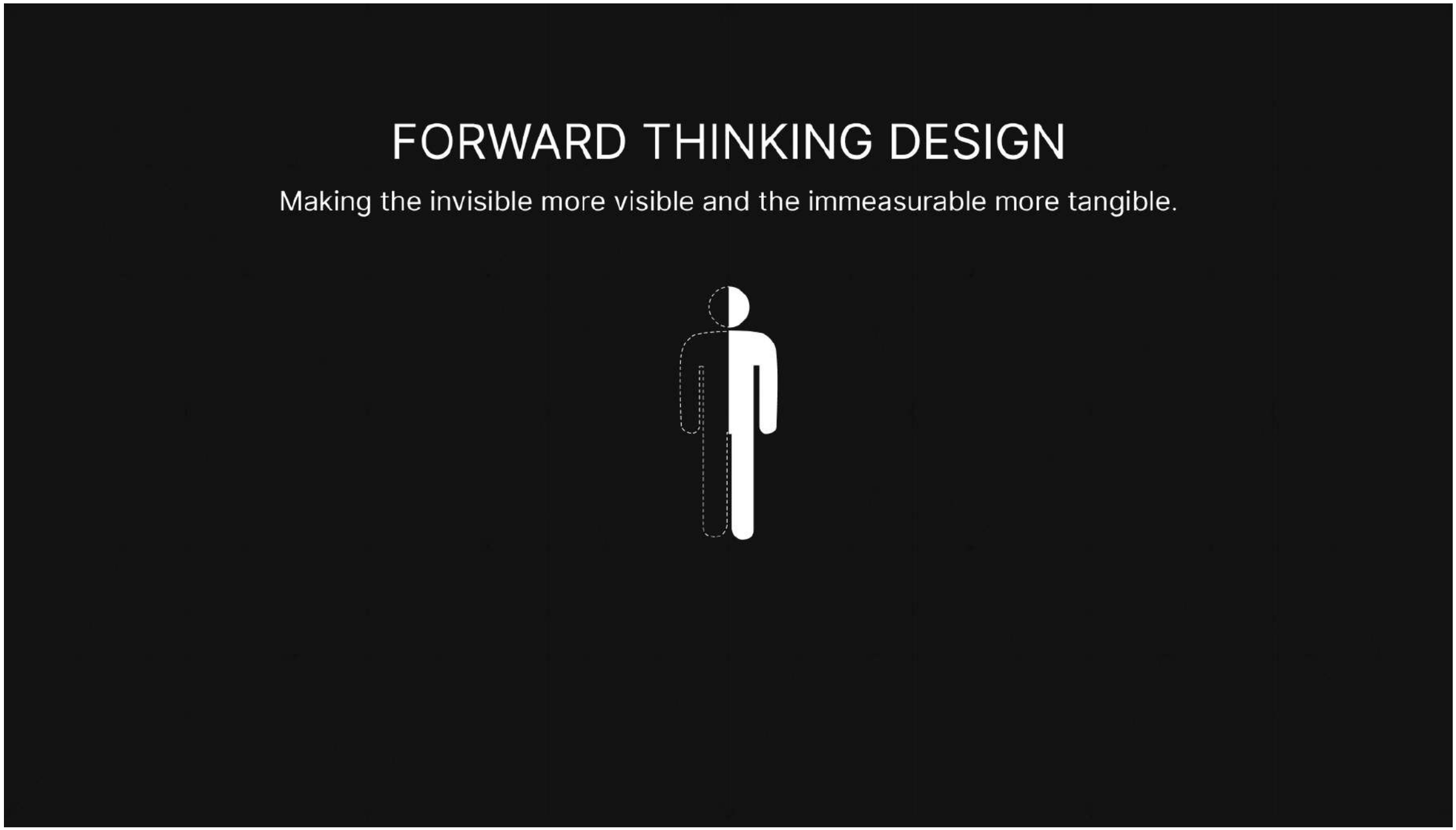
FORWARD THINKING



Forward Thinking Design

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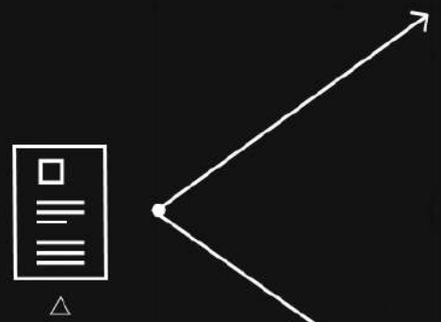
FORWARD THINKING

The top story is the one that informs our narrative, and our narrative changes our future.

— Seth Godin



The Top Story

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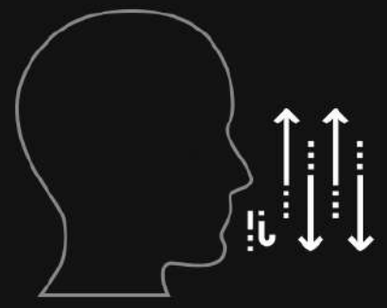
FORWARD THINKING

With every breath, we have the opportunity to make a difference that matters to create value. No matter how small. We're seemingly inconsequential. But it's never inconsequential. It always matters.

— Peter Demarest



With Every Breath

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FORWARD THINKING

Pay a little less attention to generating yet another and yet another action plan
and paying more attention to what are the ways forward that are
opening up in front of us.

— Patricia Shaw

Pay Attention

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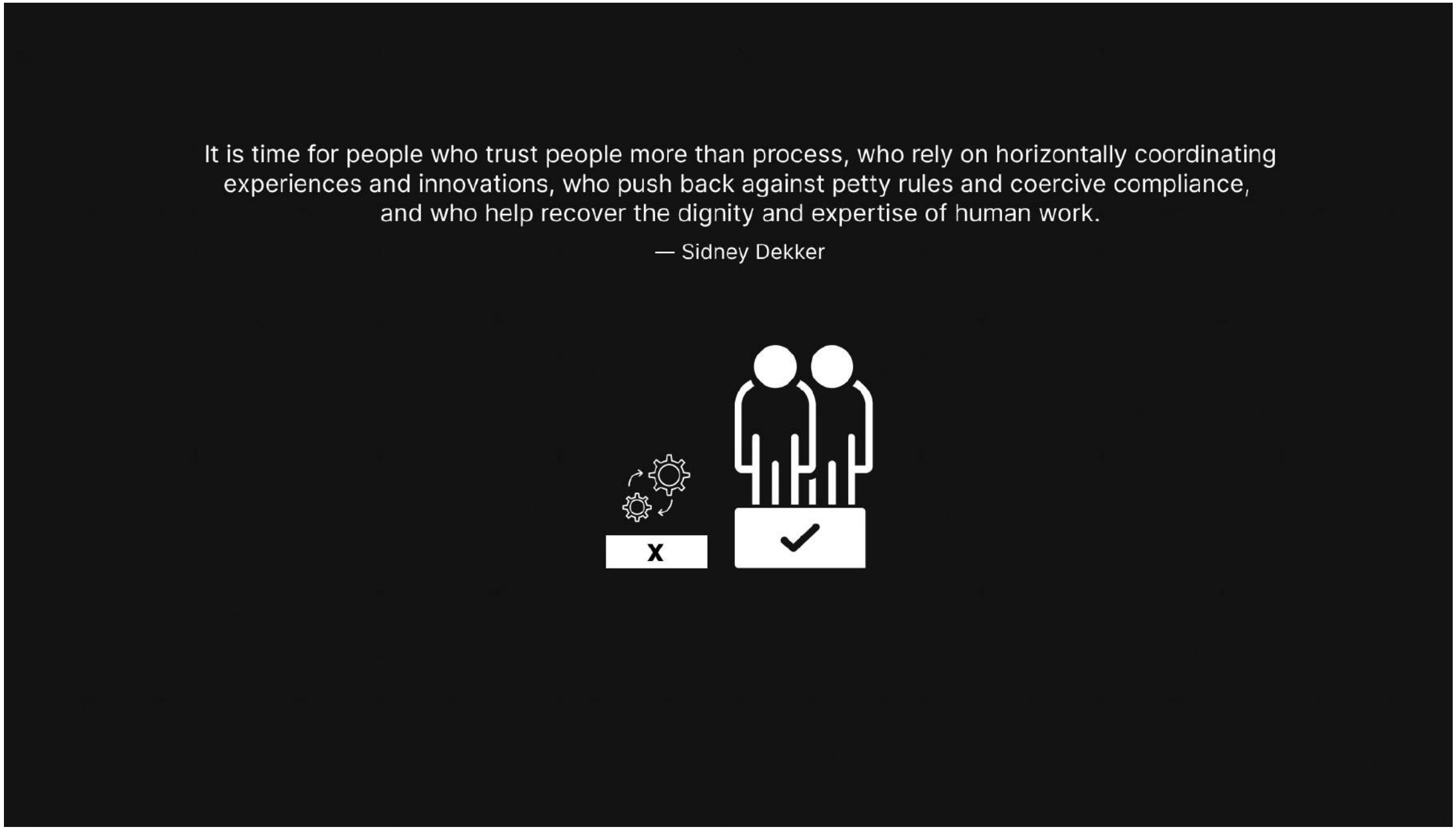
FORWARD THINKING



Recover the Dignity

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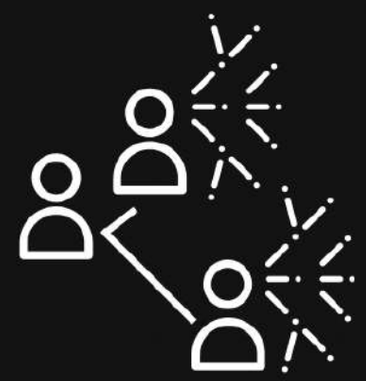
The best way to make a hit is to build something for the smallest viable audience and make it so good that people tell their peers.

— Seth Godin



Make It So Good

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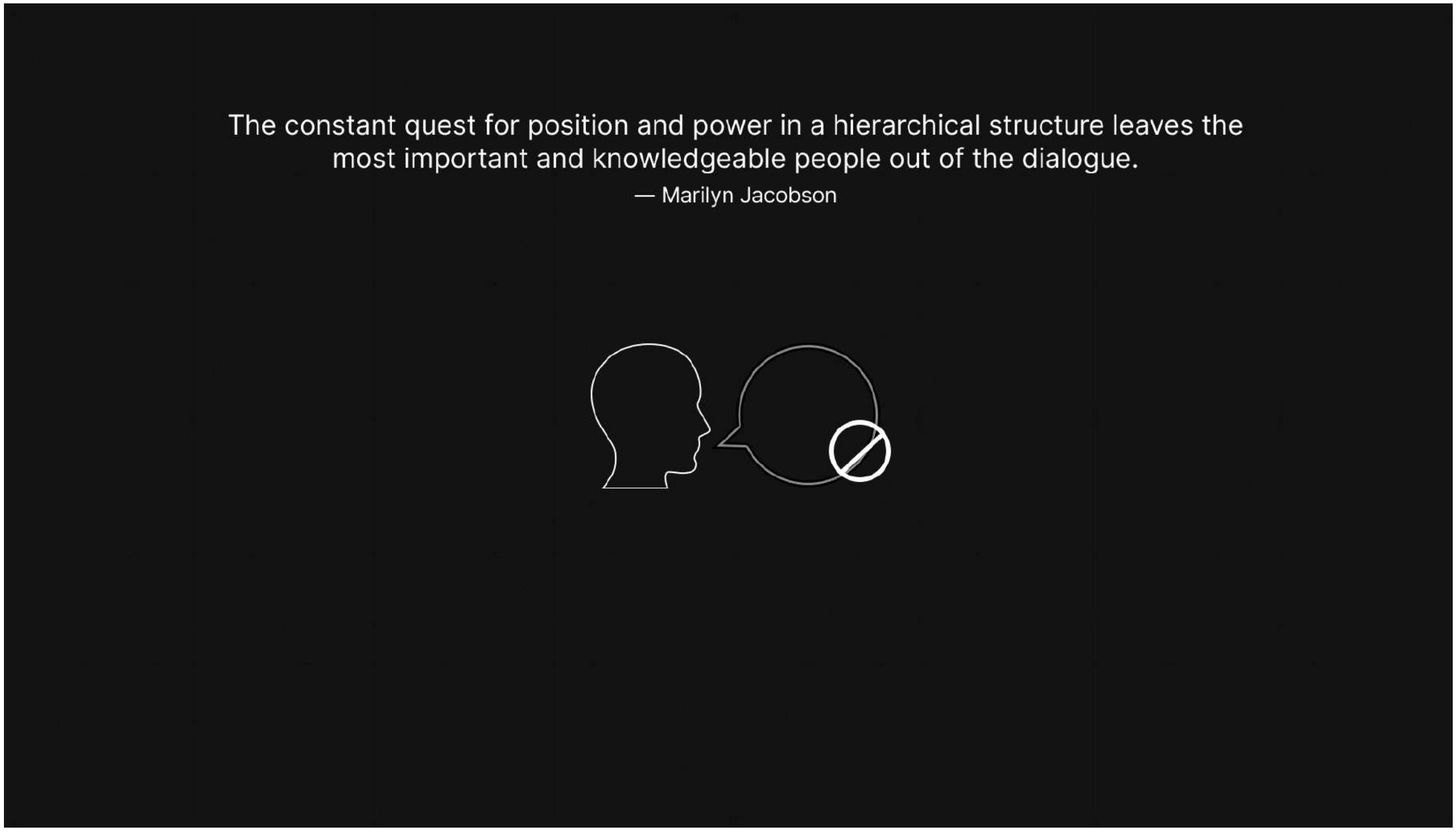

The Constant Quest

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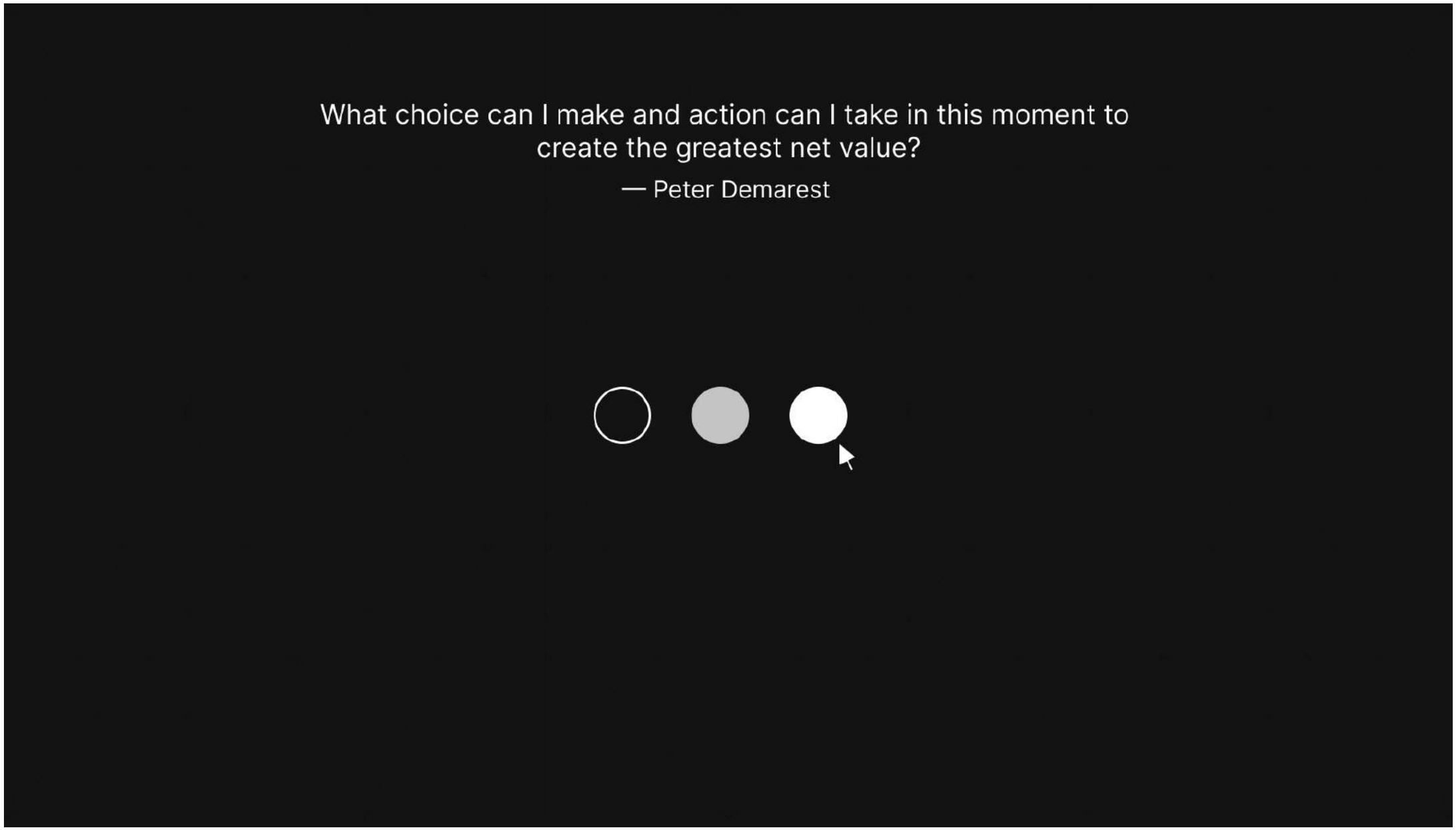

The Greatest Net Value

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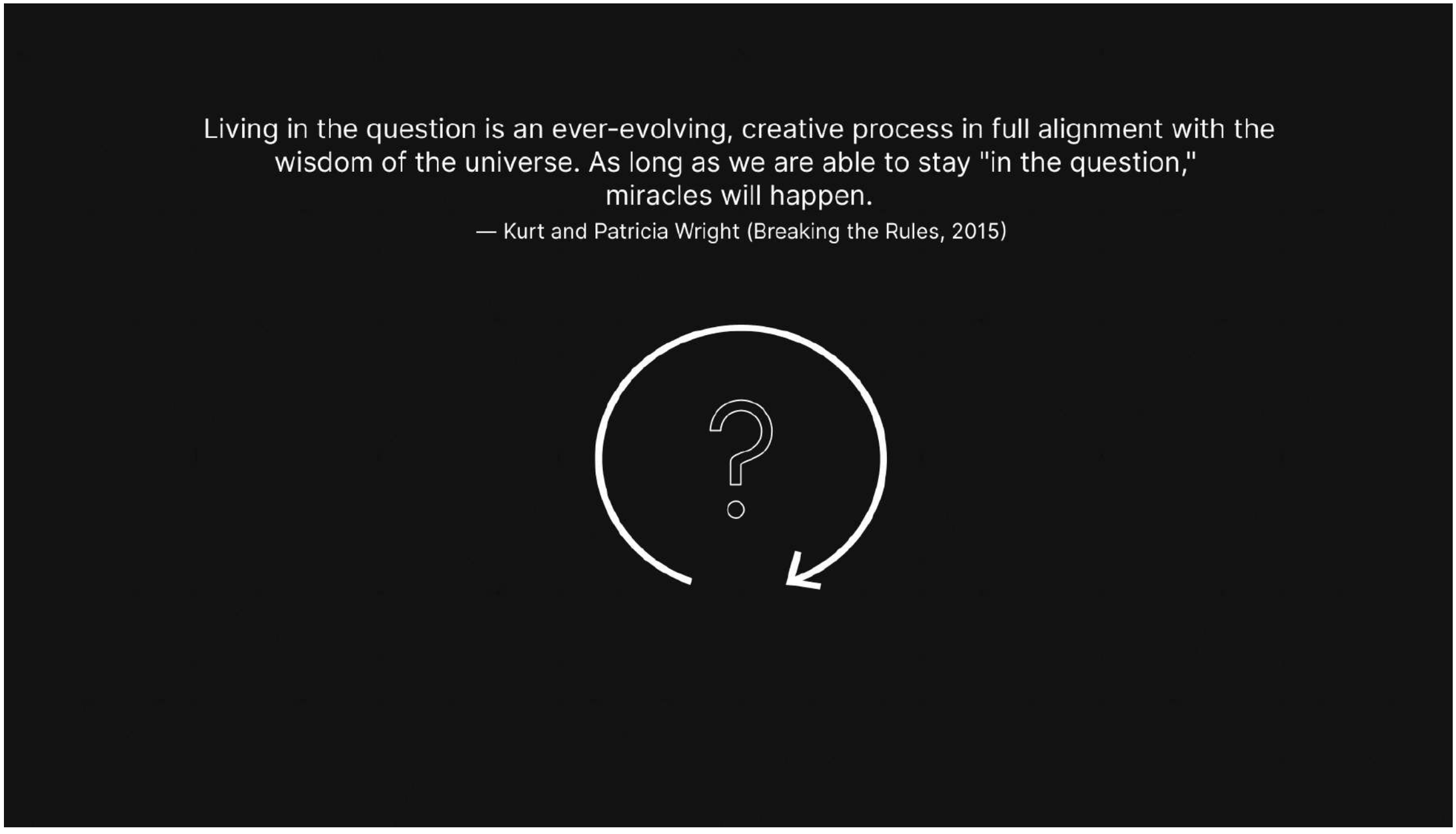

Living in the Question

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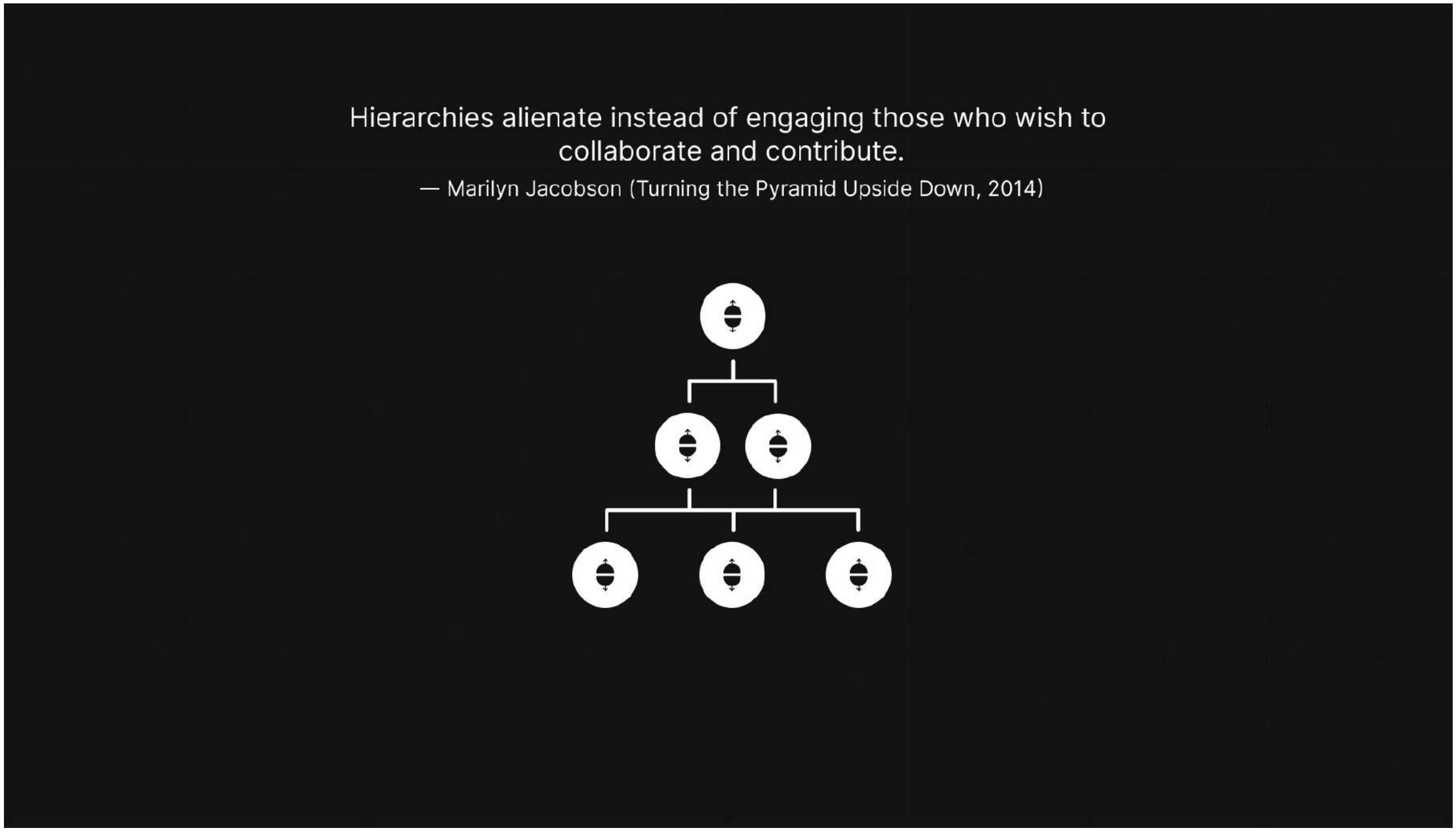

Hierarchies Alienate

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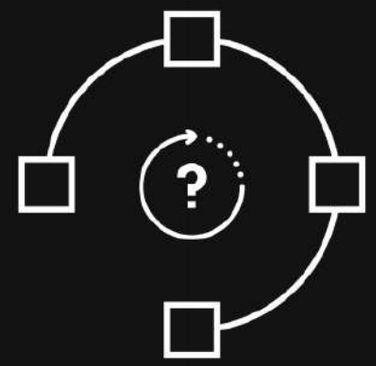
FORWARD THINKING

The Future of the Workplace set of questions opens a space of discussions, which encourages reflection and further exploration of human thinking and doings.

— Iuliana Ancuta Ilie



The Future of the Workplace Questions

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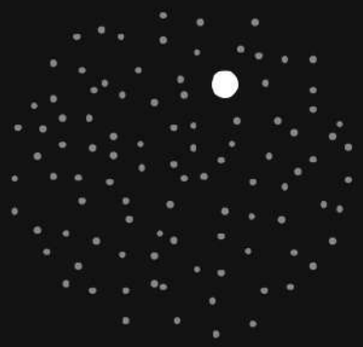
FORWARD THINKING

The reason that you're checking your email and social media right now is you don't know what to do. You haven't figured out what the highest top 1% or 5% activity is that you could possibly be doing.

— Perry Marshall



The Top 1% or 5%

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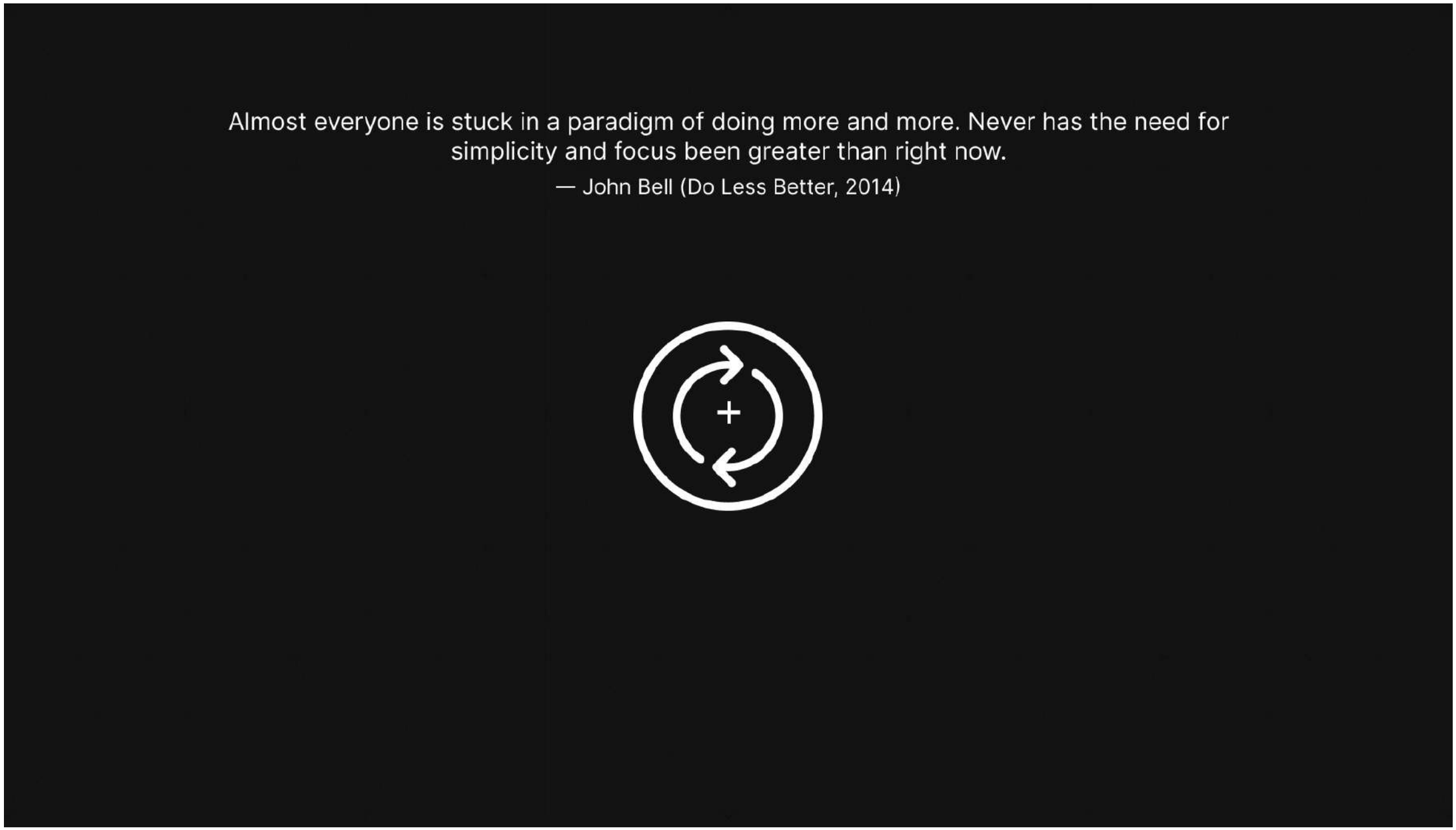

Stuck in a Paradigm

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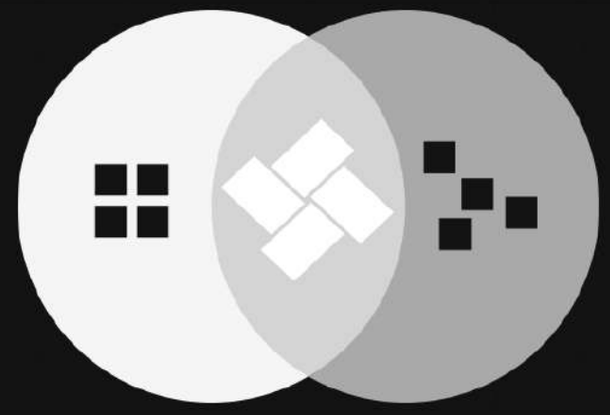
FORWARD THINKING

chaordic: the behavior of any self-organizing and self-governing organism, organization, or system that harmoniously blends characteristics of chaos and order.

—Dee Hock, Founder, Visa



Blending Chaos and Order

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FORWARD THINKING

What Are You Going to Do?

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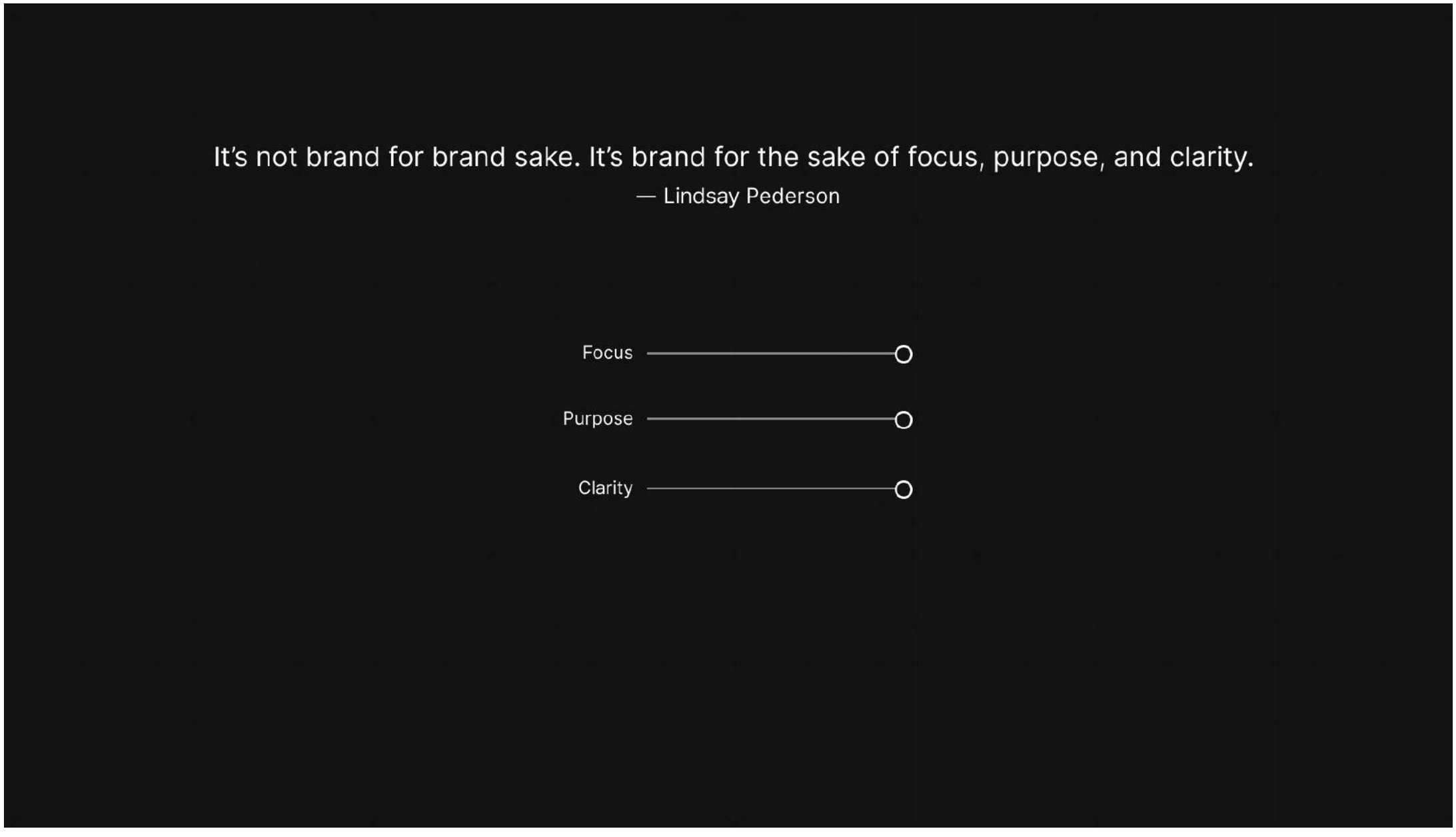

It’s Not Brand for Brand Sake

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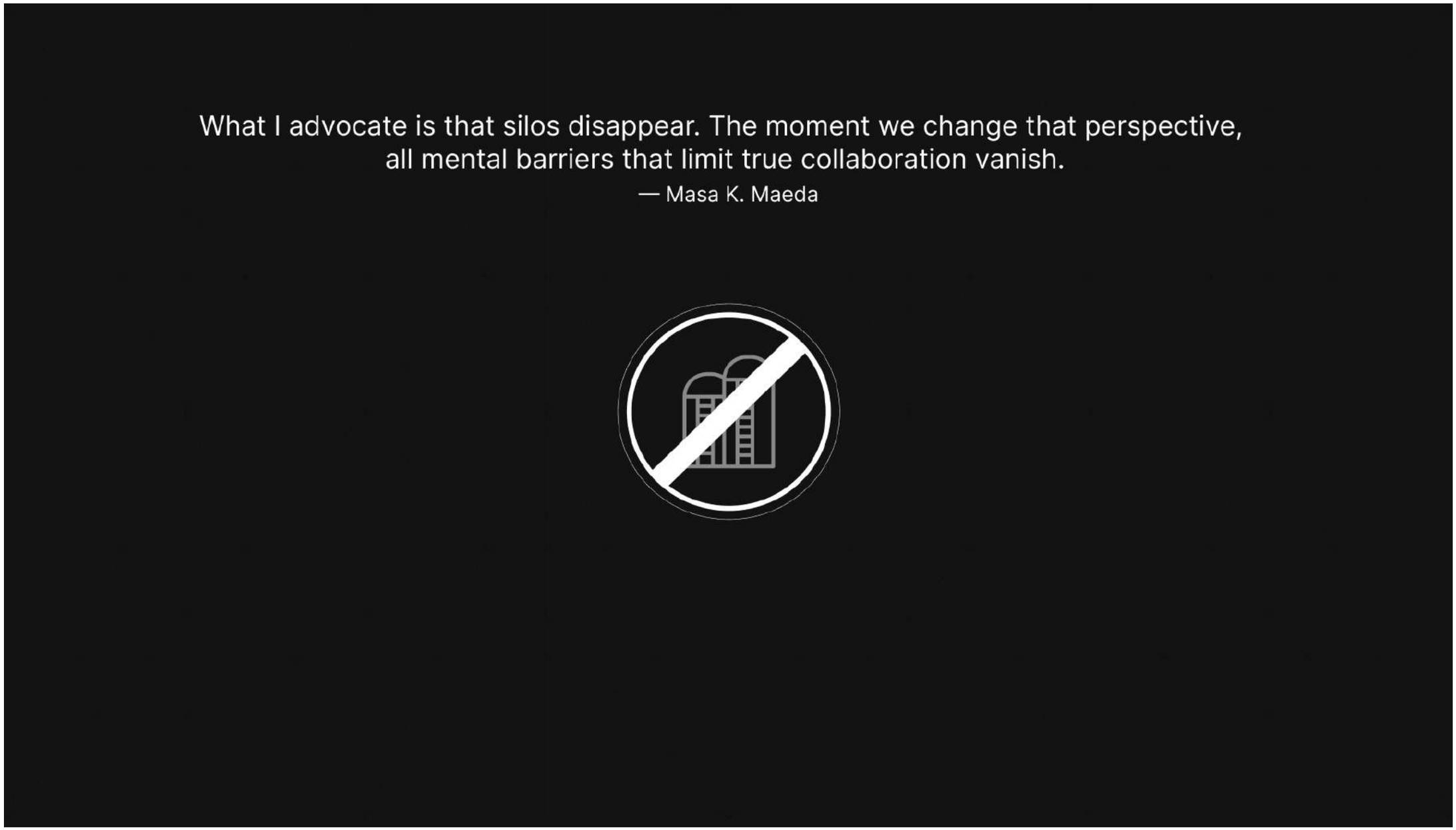

Mental Barriers that Limit True Collaboration

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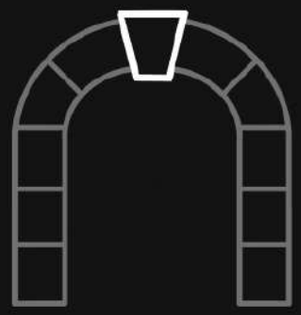
FORWARD THINKING

You need to think about what habit seems to contain a value statement or represent our culture? That's going to point the way to your keystone habits.

— Charles Duhigg



Keystone Habits

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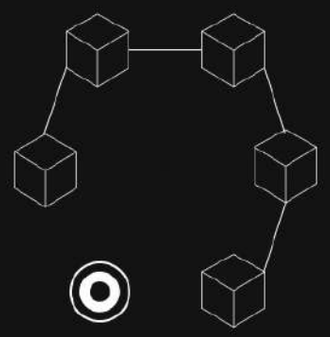
We need to address ourselves to creating a world of extraordinary people who look beyond what they were programmed to become.

— Wayne Dyer



Look Beyond Programming

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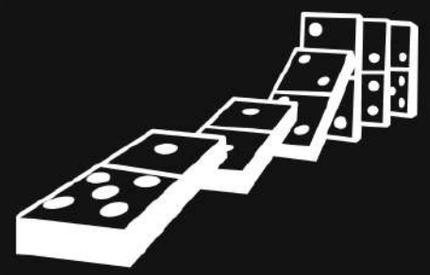
FORWARD THINKING

When one thing, the right thing, is set in motion, it can topple many things.

— Gary Keller (The ONE Thing)



The Right One Thing

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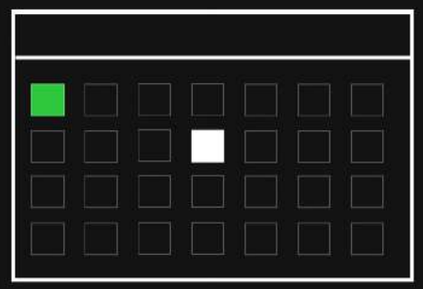
FORWARD THINKING

Our time is a time for crossing barriers. Emotionally, it is much more gratifying and secure to live in Bonanza-land. It is the old environment. Every time a new environment forms, people go back and live in the old one.

— Marshall McLuhan, *The Medium is the Massage*



It’s More Secure to Live in the Old Environment

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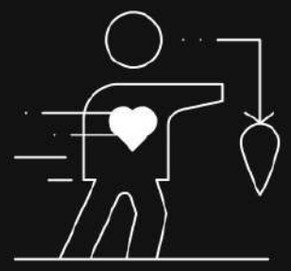
That is what intrinsic motivation does. When matched with extrinsic motivation, which defines the framework, you've created that alchemy we are all looking for.

— Hrund Gunnsteinsdotttir, *The Future of the Workplace*



Intrinsic and Extrinsic Alchemy

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FORWARD THINKING

The future is already here, and it's unexpectedly and suddenly different than we'd planned or imagined—even just yesterday.

— Bill Fox, *The Future of the Workplace*

The Future Is Already Here

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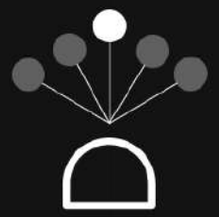
We need to make sure there's clarity about what level of authority and autonomy employees have in performing their jobs and that leadership supports them in exercising that autonomy and authority.

— Martha Kesler



Role Clarity

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FORWARD THINKING

If we think of our workplaces as a community, our mindset begins to shift.

— Jon Mertz, Founder, Santa Fe Innovates

Community Mindset

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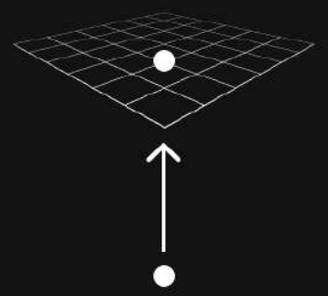
FORWARD THINKING

Our current perspective is creating our reality. Until we make an effort to take a different perspective, not much is going to change—no matter what else we do.

— Bill Fox



Take a Higher Perspective

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The best strategy for improvement success is to ask great questions that help organizations get in touch with the ideal end state they'd like to achieve and why.

— Bill Fox, Cutter Business Technology Journal

The Best Strategy

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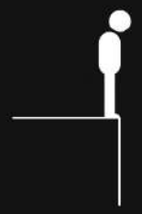
Why do we keep implementing change like this? It's like going to the edge of a 50-foot cliff and jumping when all you've witnessed are others ahead of you jumping away!

— Bill Fox, Cutter Business Technology Journal



Why Do We Implement Change Like This?

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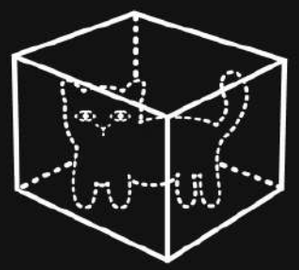
AWARENESS

The task is not to see what has never been seen before, but to think what has never been thought before about what you see everyday.
— Erwin Schrödinger



What Has Never Been Thought

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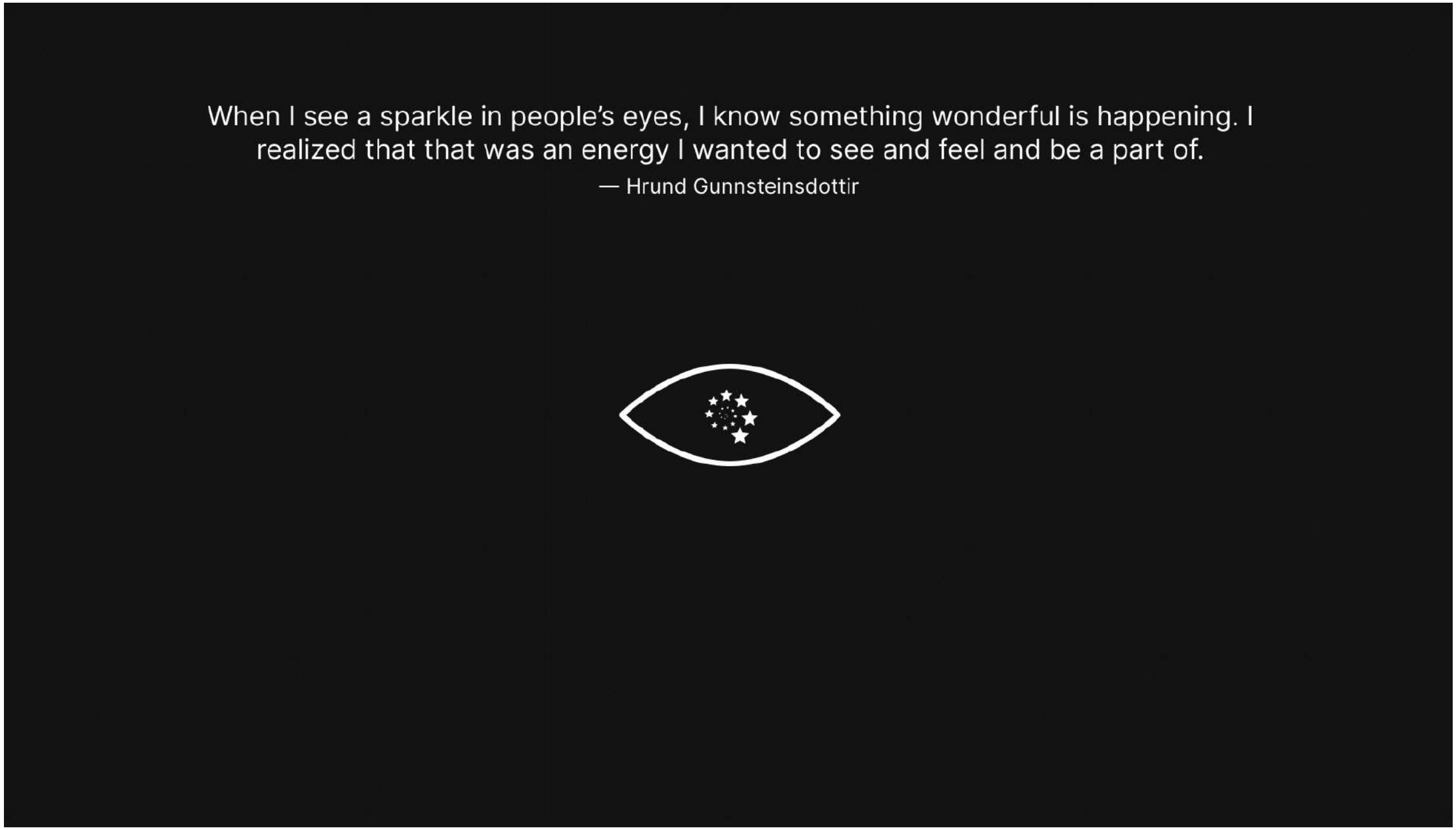

Sparkle in the Eyes

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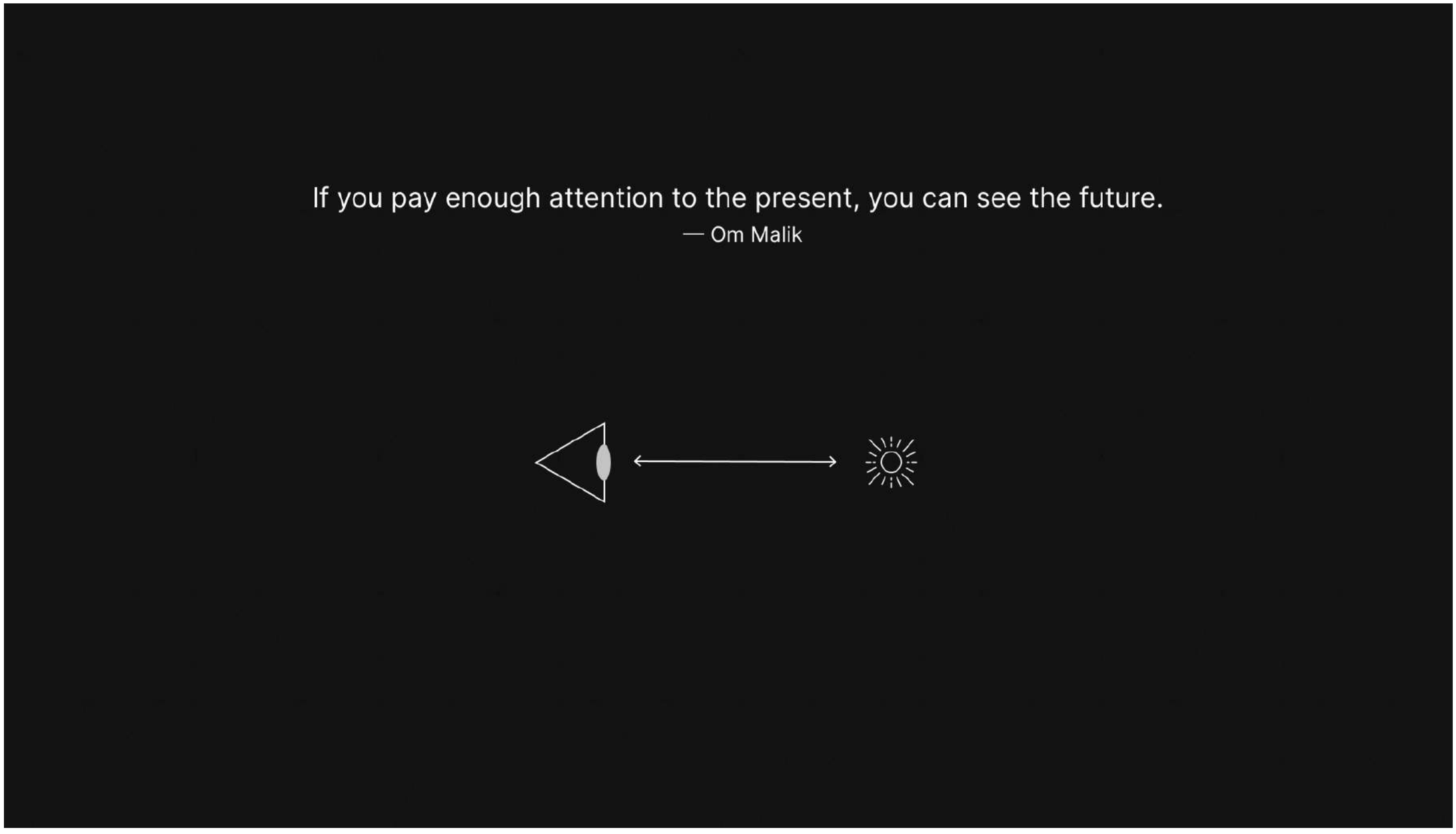

Pay Attention to the Present

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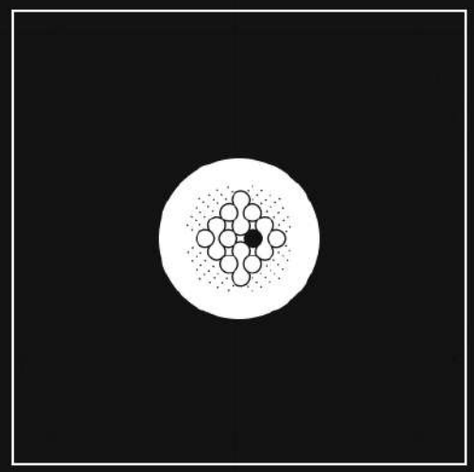
AWARENESS

To take part in truth we must see our part in it.
— Peter Senge



See Our Part in Truth

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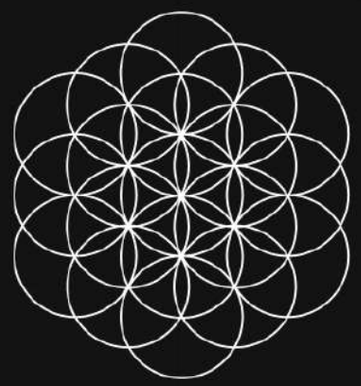
A different kind of consciousness is possible among us, a participatory consciousness.
— David Bohm



Participatory Consciousness

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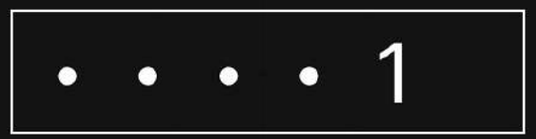
The ultimate source of all these problems is in thought itself, the one thing that is "hidden" because of our failure seriously to engage with its actual working in our own individual lives and in the life of society.

— David Bohm



One Thing that Is Hidden

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AWARENESS

I Noticed a Shift

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Your truth may not be the only truth. Discuss gaps between “your truth” and “my truth,” with the intention of creating bridges of understanding.

— Judith Glaser

Not the Only Truth

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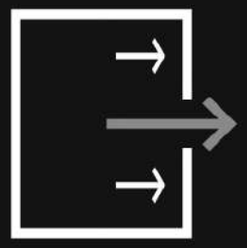
The need to connect and belong is more powerful than anything else. People will wait and see what others think before speaking their minds. They will often modify their “out of the box” thoughts for fear of looking stupid or challenging a group norm.

— Judith Glaser, Conversational Intelligence®



The Need to Connect

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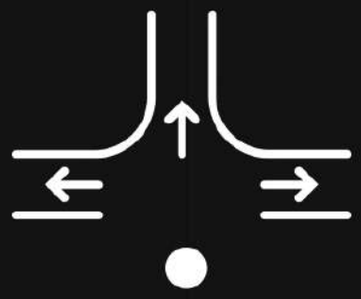
Being more human means becoming less of a human robot on autopilot.

— Dr. Helena Lass



Being More Human

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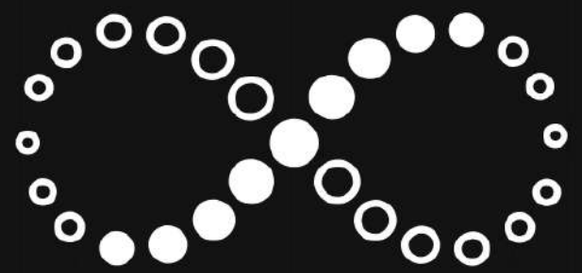
Bohm outlines a listening of a different order, a listening in which the very mis-perception of one's spoken intent can lead to new meaning that is created on the spot.

— Peter Senge



Listening of a Different Order

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AWARENESS

We have experienced for ourselves that, ultimately, collaboration is not just an interaction between two people but is really a listening for a shared wisdom.

— Bettinger and Swerdloff (Coming Home, 2016)

Listening for Shared Wisdom

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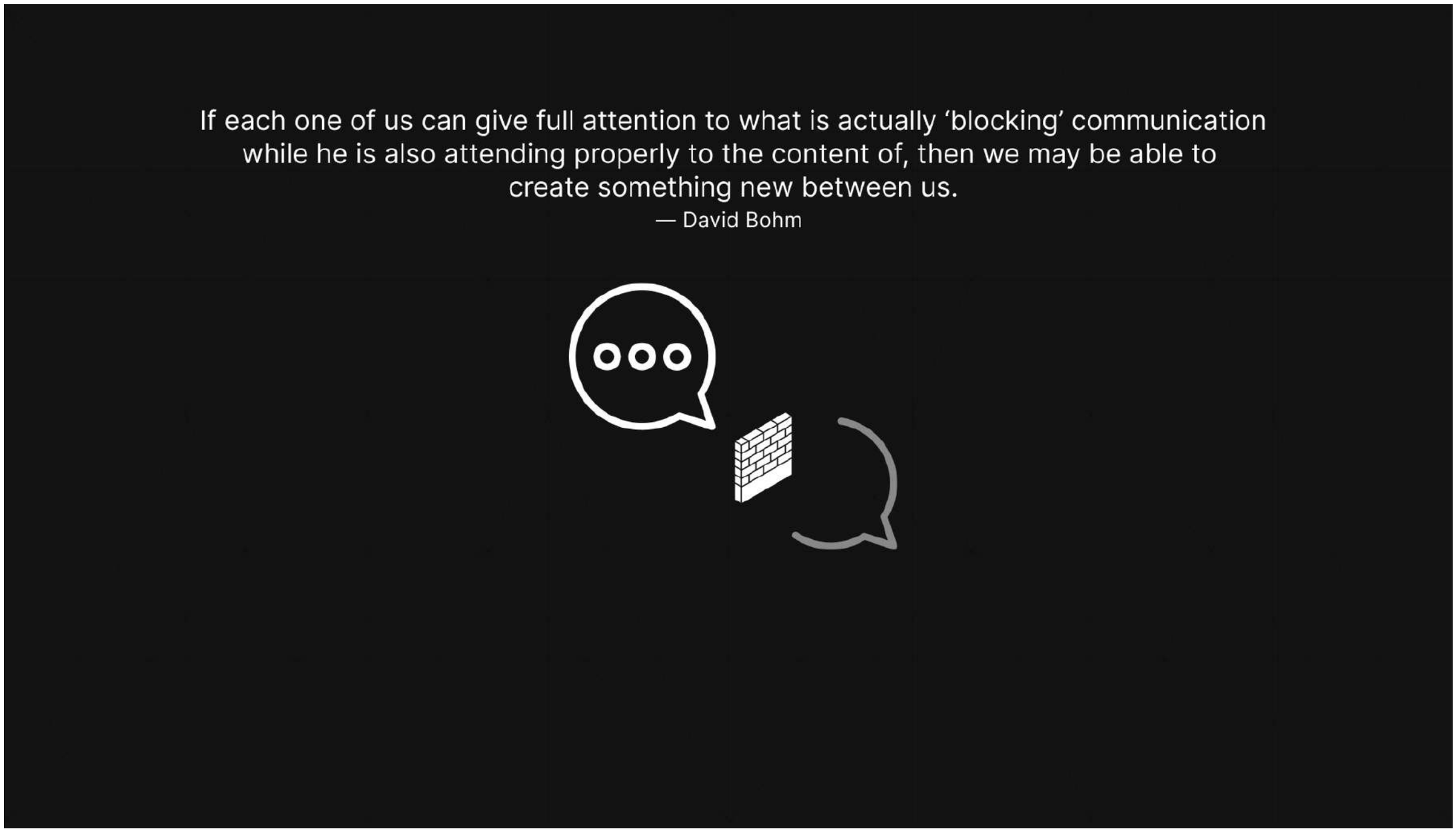
AWARENESS



Full Attention to What’s Blocking

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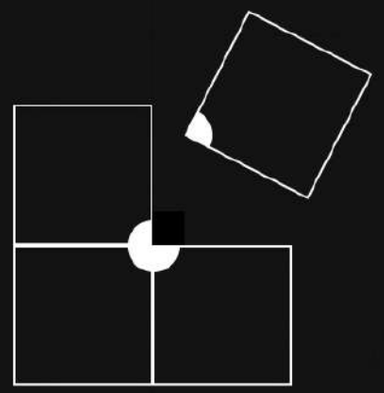
The principles I've learned and taught sound simple because they are based on basic human truths. But putting them into practice is hard because it is human nature to avoid the truth, both with ourselves and with others.



Your part is to discover your truth.

— Howard Behar (It's Not About the Coffee, 2017)

Discover Your Truth

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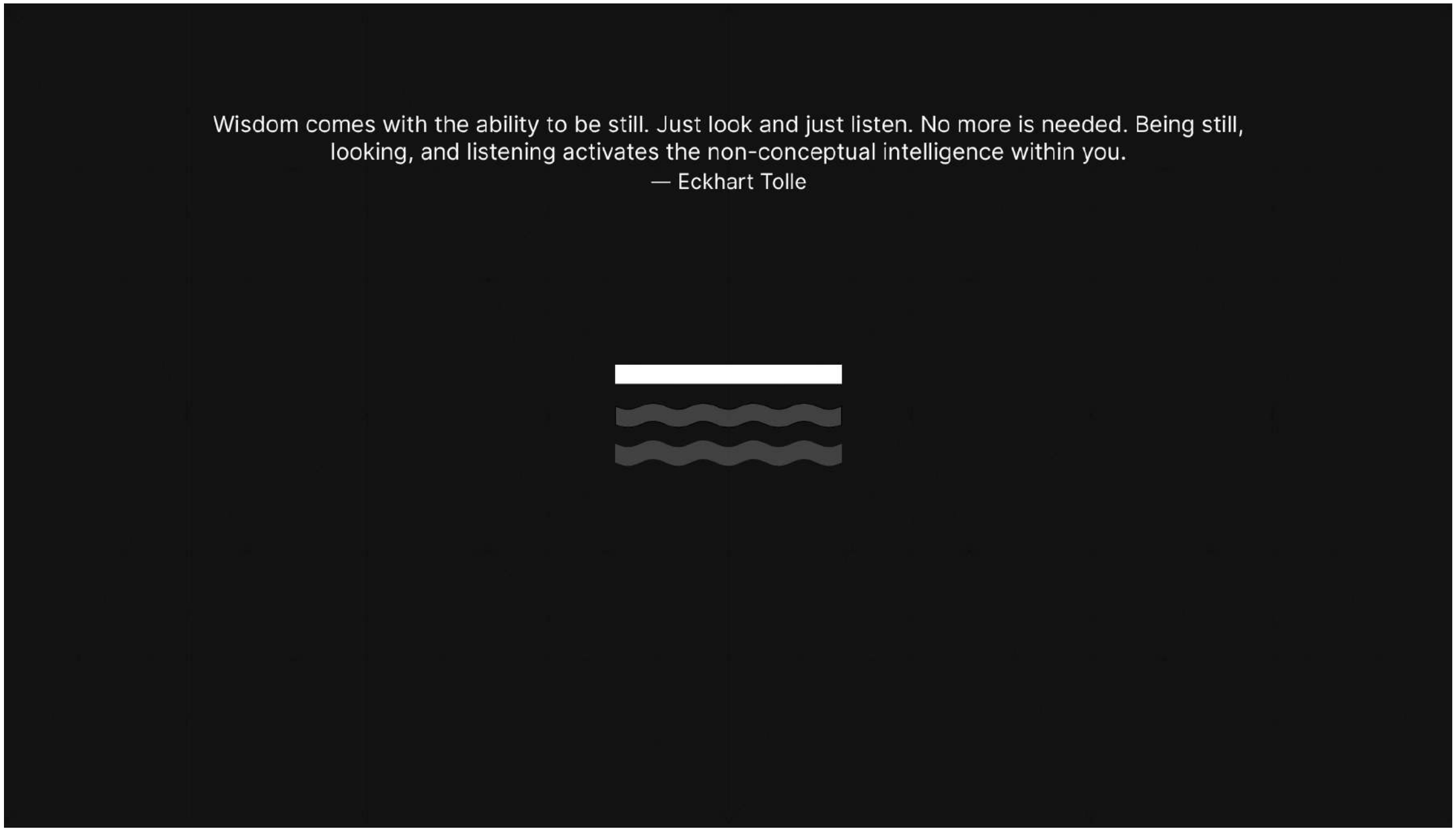

Be Still

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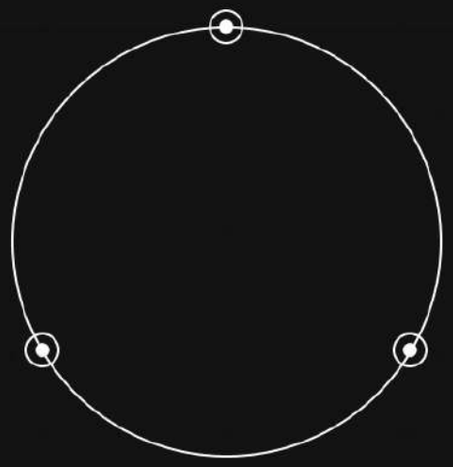
AWARENESS

When a living system is suffering from ill health, the remedy is found by connecting with more of itself.

— Francisco Varela



Connecting with More of Itself

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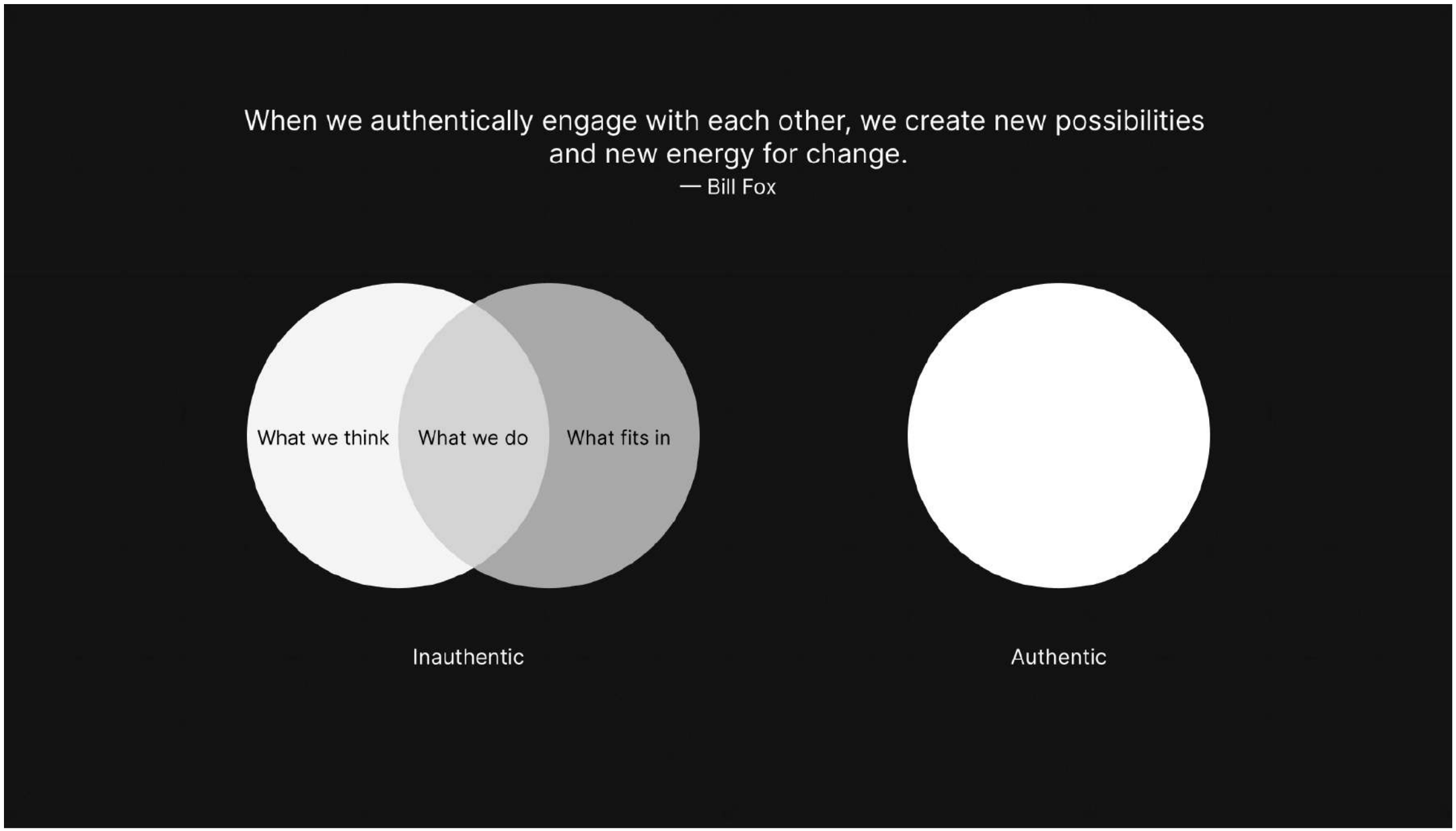
AWARENESS



New Energy for Change

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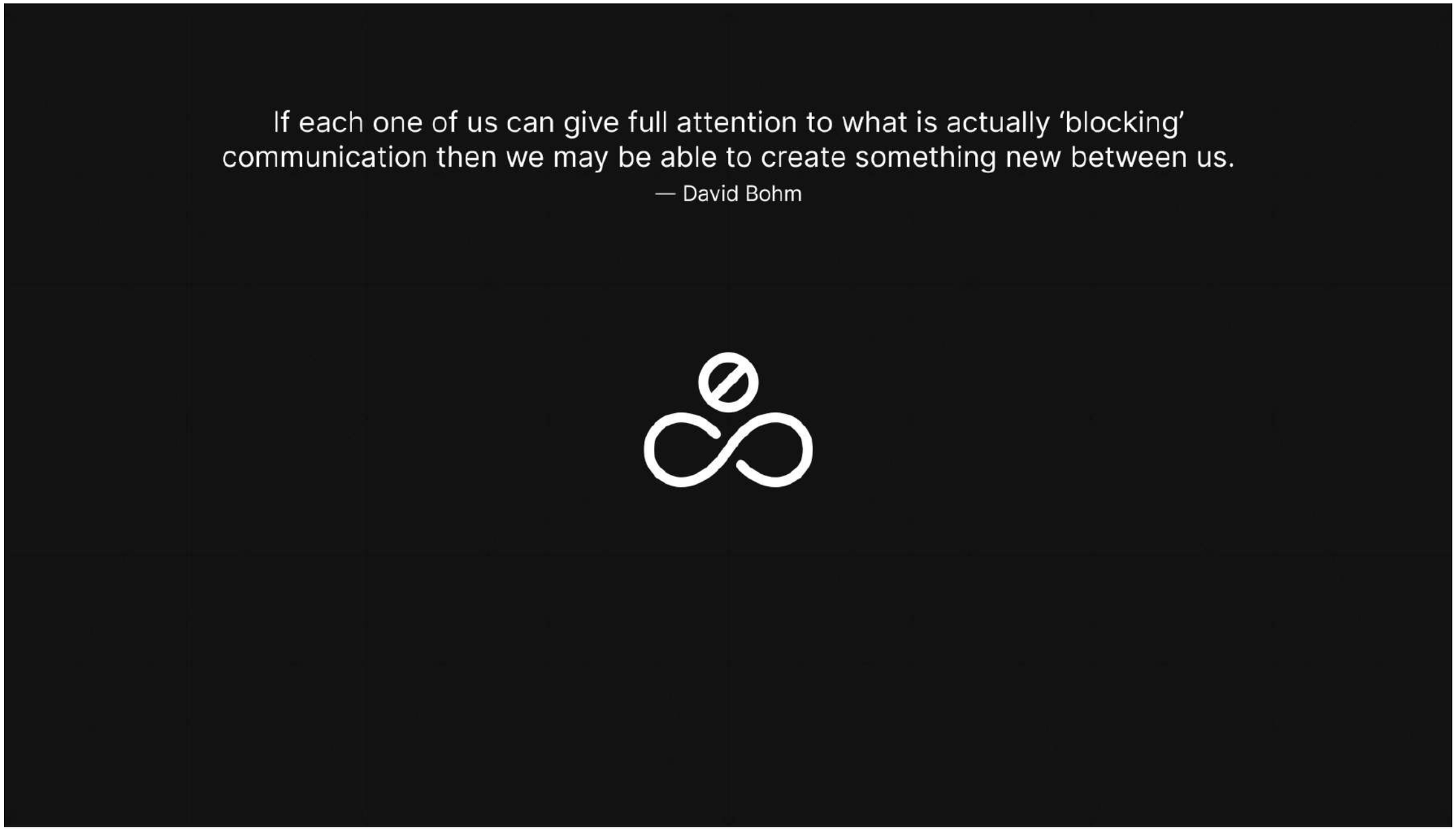
AWARENESS



Give Full Attention

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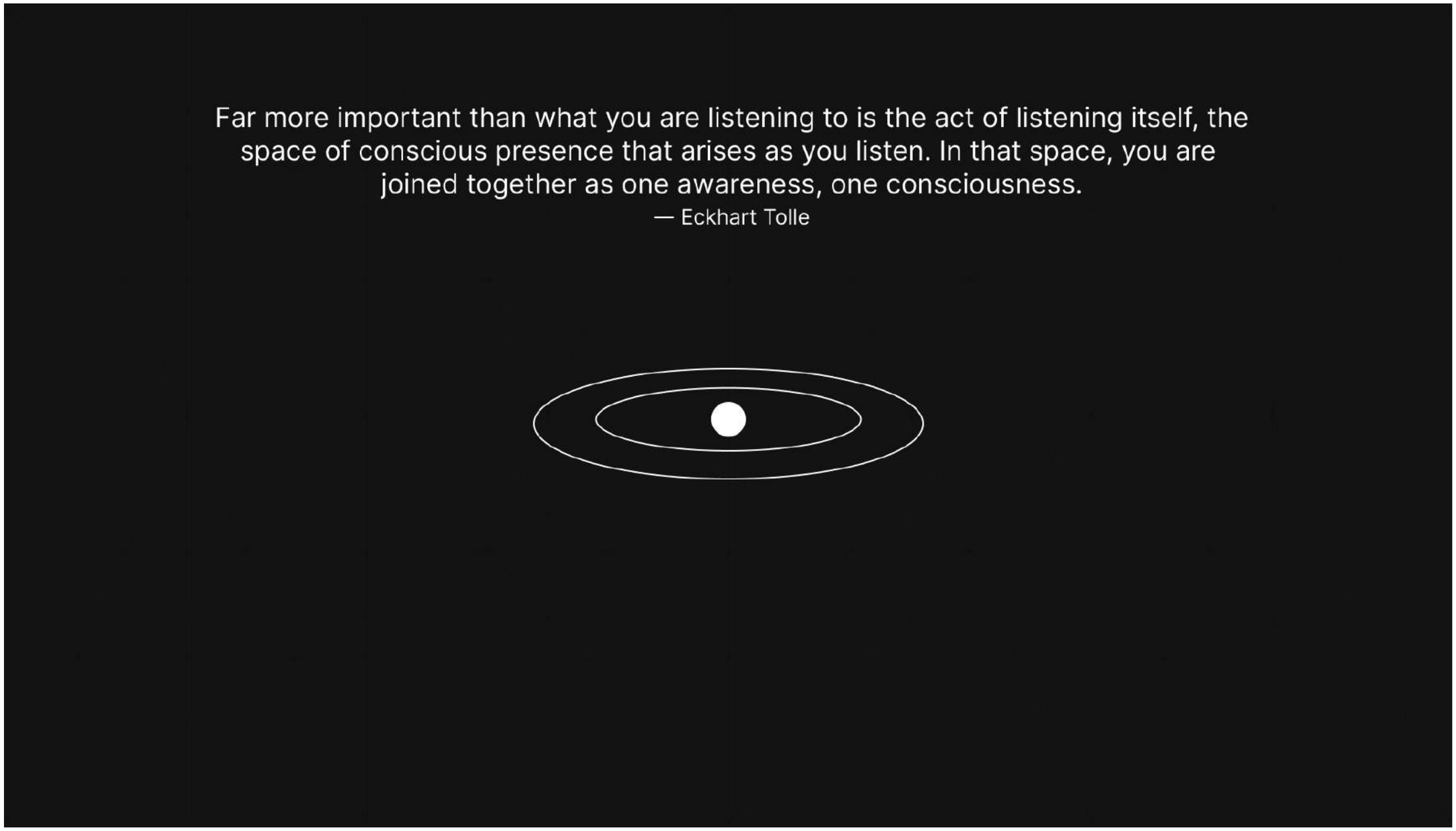

The Act of Listening

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Asking yourself deeper questions opens up new ways of being in the world. It brings in a breath of fresh air. It makes life more joyful.

— Dianne Collins

Fresh Air

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AWARENESS

Deep in most of us, below our awareness, indelibly implanted there by three centuries of the industrial age, is the mechanistic, separatist, cause-and-effect, command-and-control, machine model of reality.

— Dee Hock

Deep In Most of Us

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AWARENESS

When we deepen our awareness, the ordinary becomes extraordinary and an everyday encounter can become a life-changing conversation.

— Sarah Rozenthuler

Deepen Our Awareness

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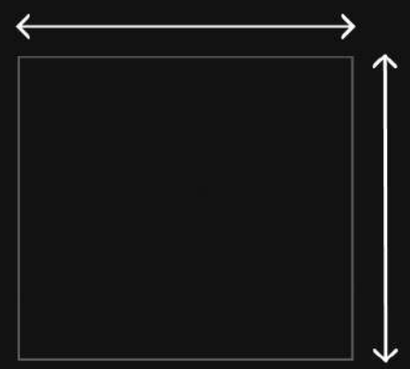
The more spaciousness you create, the more effective your thinking will be when you start thinking again because thinking can then link into this creative intelligence that is the unconditioned intelligence in you.

— Eckhart Tolle



Create More Spaciousness

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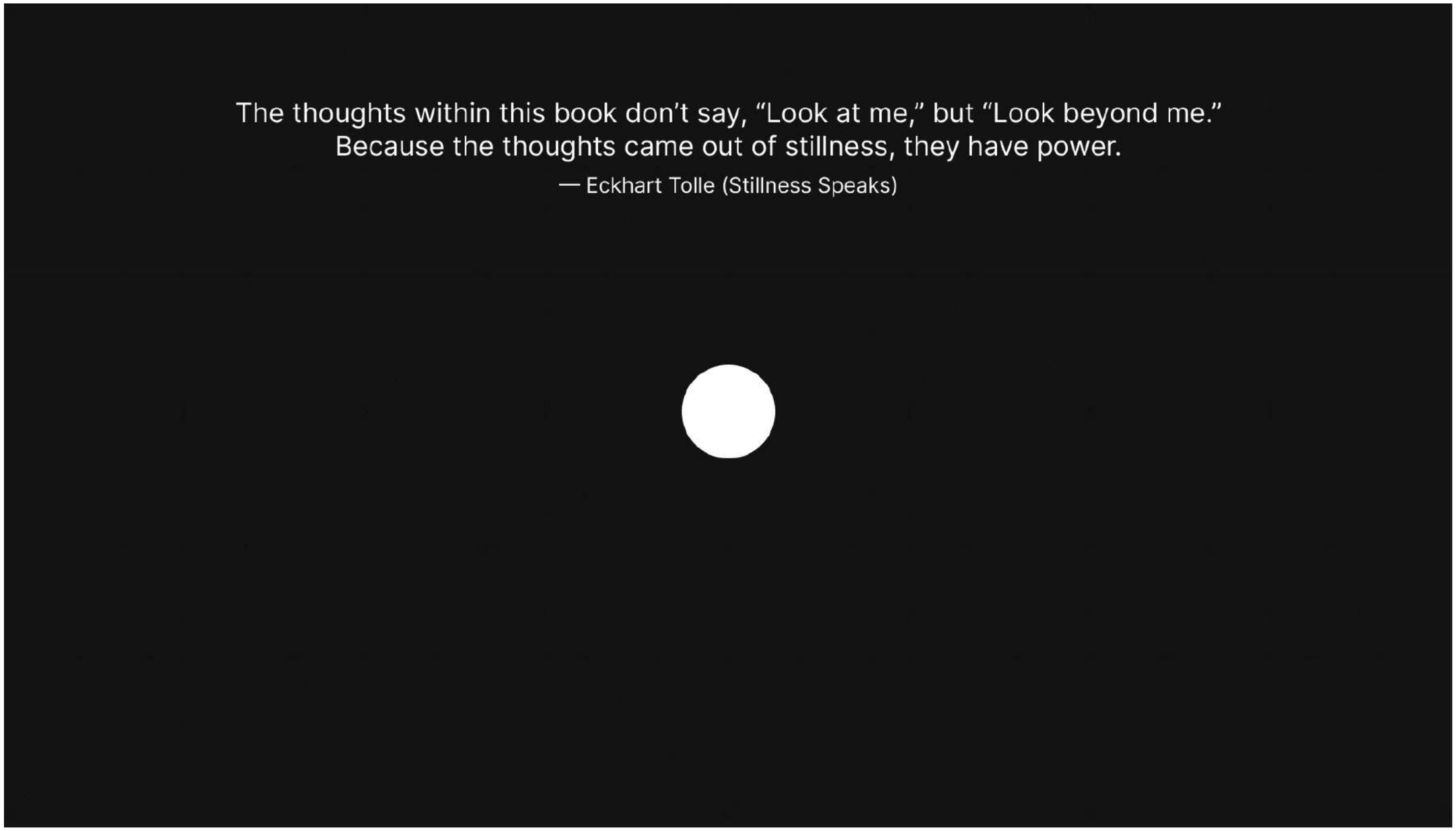

Look Beyond Me

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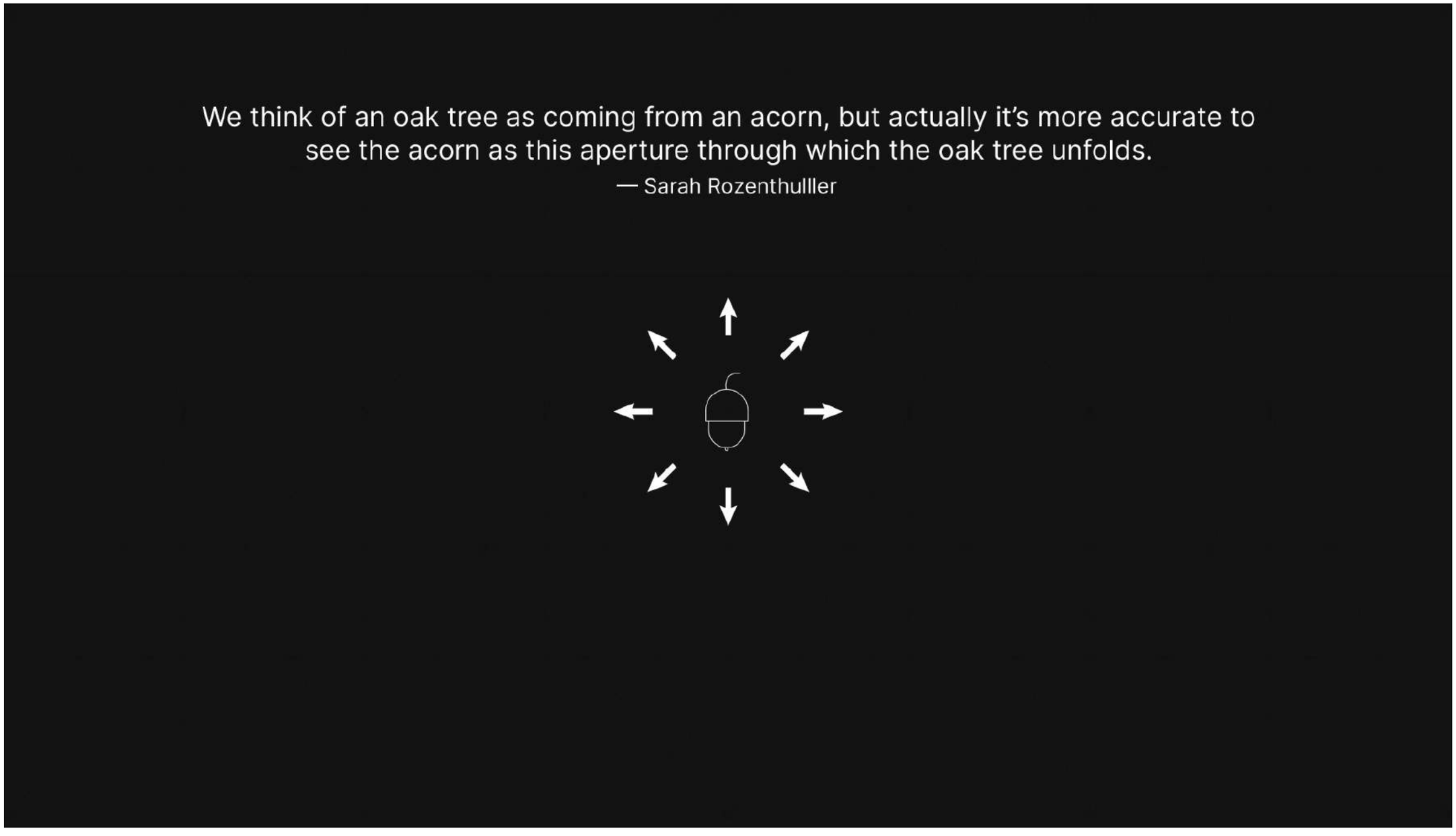

Acorn as This Aperture

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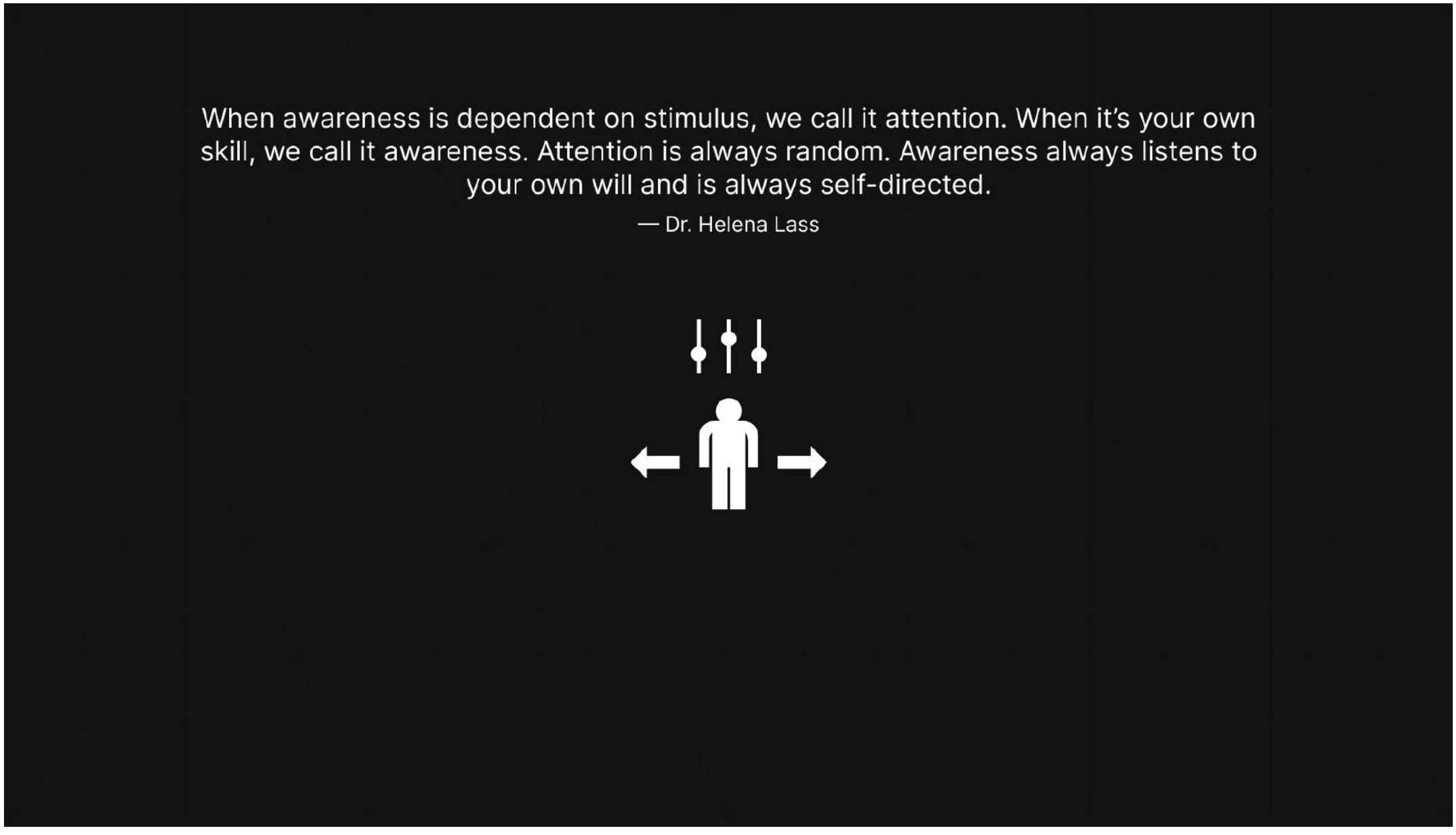
AWARENESS



Awareness Is Self-Directed

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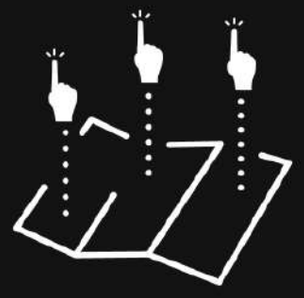
AWARENESS

Every time we use our awareness to map the circumstances, we notice the details that are here and leave out the mental apparatus. Every time we leave out our mental apparatus, we have a chance for insights.

— Dr. Helena Lass



When We Use Our Awareness

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The spirit of emptiness is immortal. It is called the Great Mother because it gives birth to Heaven and Earth.

— Tao Te Ching by Lao-Tzu

The Spirit of Emptiness

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The middle of the space is empty. It is itself the space of invitation, a space of possibility, a space that gives rise to any potential, any direction, any result.

— Chris Corrigan

The Space Is Empty

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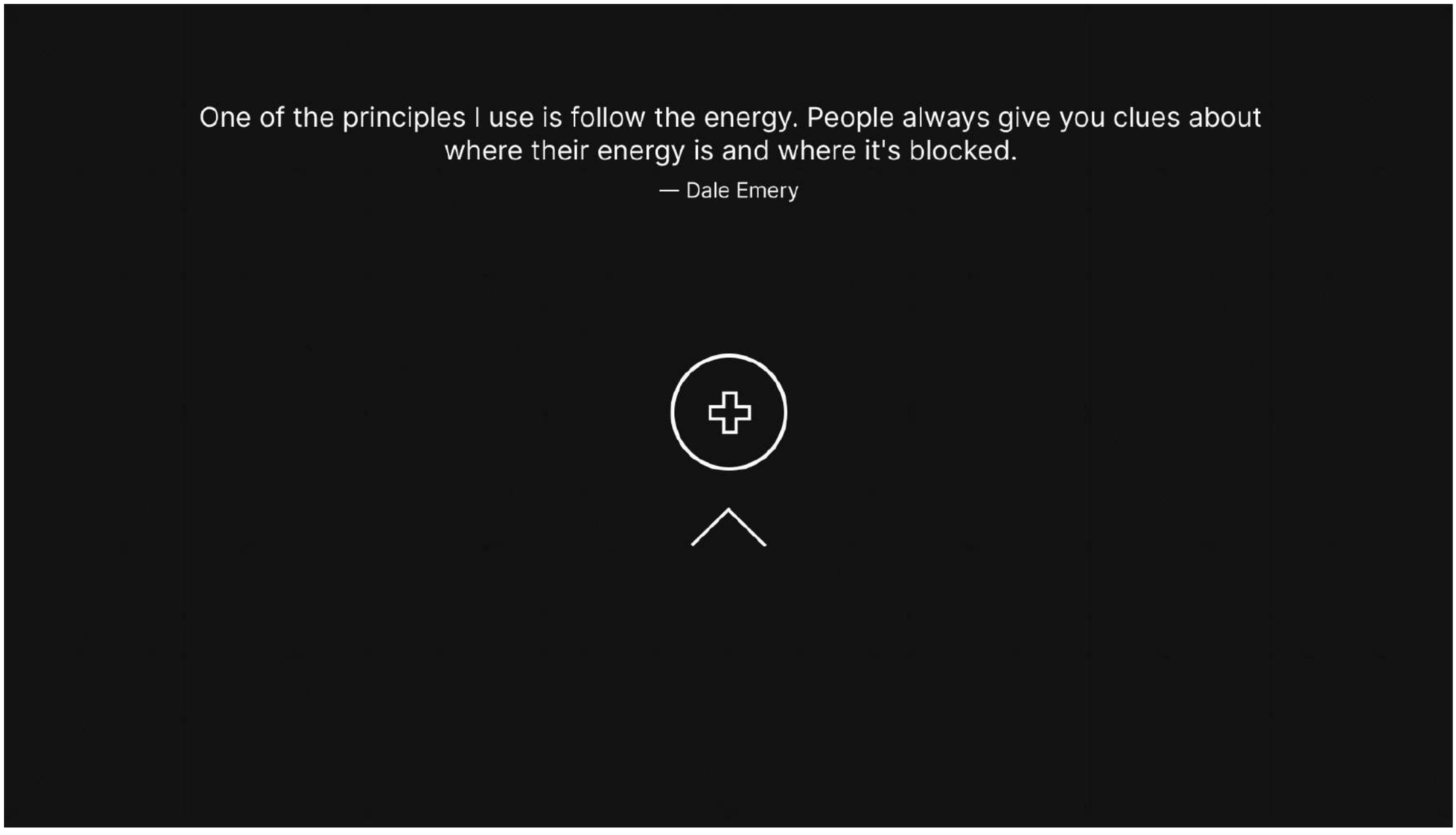

Follow the Energy

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AWARENESS

In spiritual terms, unconscious means you are at the mercy of your mind's conditioning and emotions.

— Eckhart Tolle

Wake Up

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At meetings, instead of jumping immediately into the agenda—which is based on everyone's memories of what has already been done and projections of what should now be accomplished—a group can be still and listen to what is "true right now."

— William Isaacs, *Dialogue*

True Right Now

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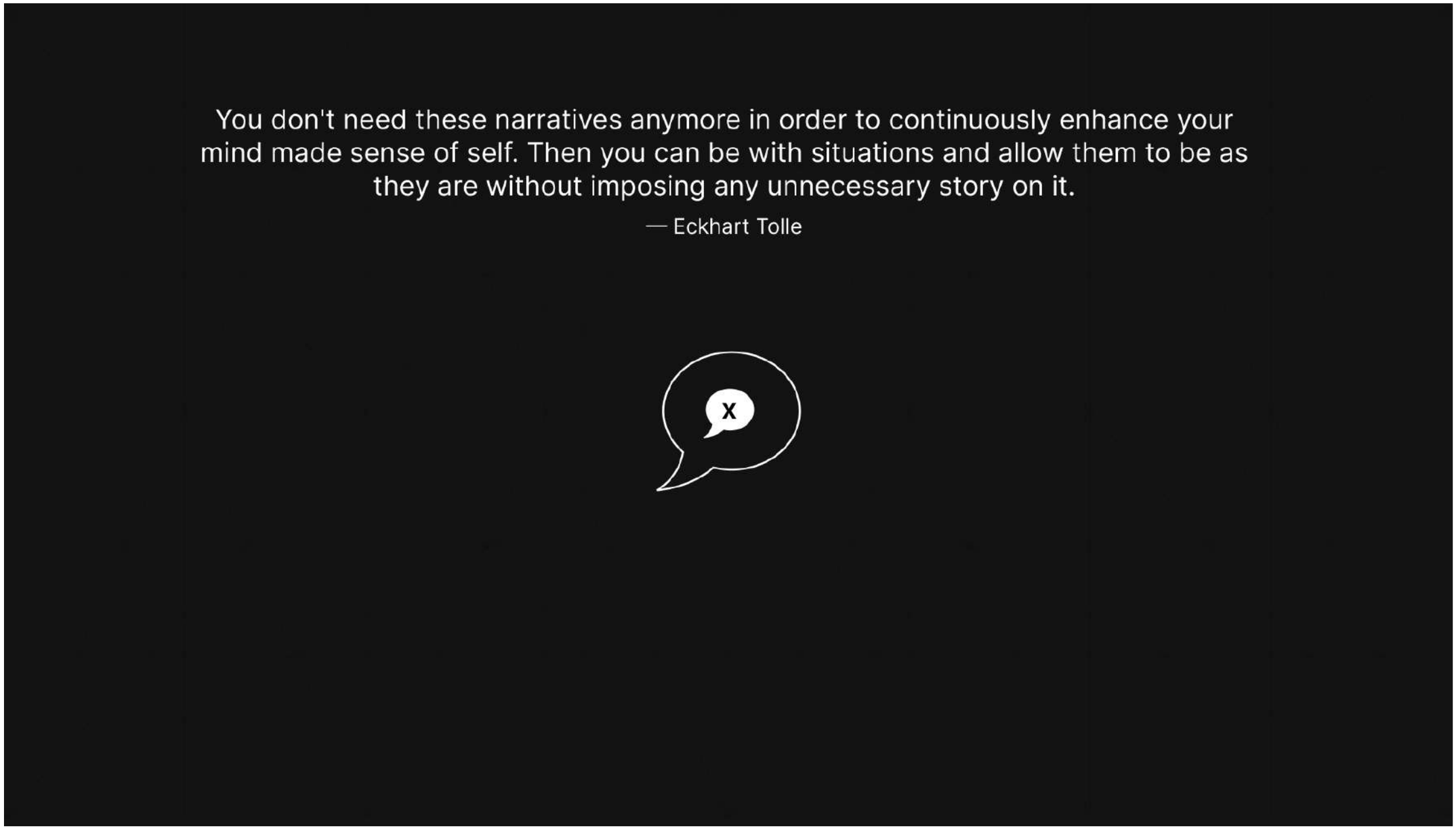
AWARENESS



Drop the Inner Narrative

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JOURNEY

Enter at the Darkest Point

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When you have a transformative moment, you need to transform yourself and be brave and take smart chances.

— Randall Lane, Editor & Content Officer, Forbes

Transform Yourself

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Eventually, we realized that these other courses actually promoted a way of life through the unspoken, fundamental assumption that economic success, together with its trappings, is the ultimate goal.

— Michael Ray (The Highest Goal, 2005)

The Unspoken, Fundamental Assumption

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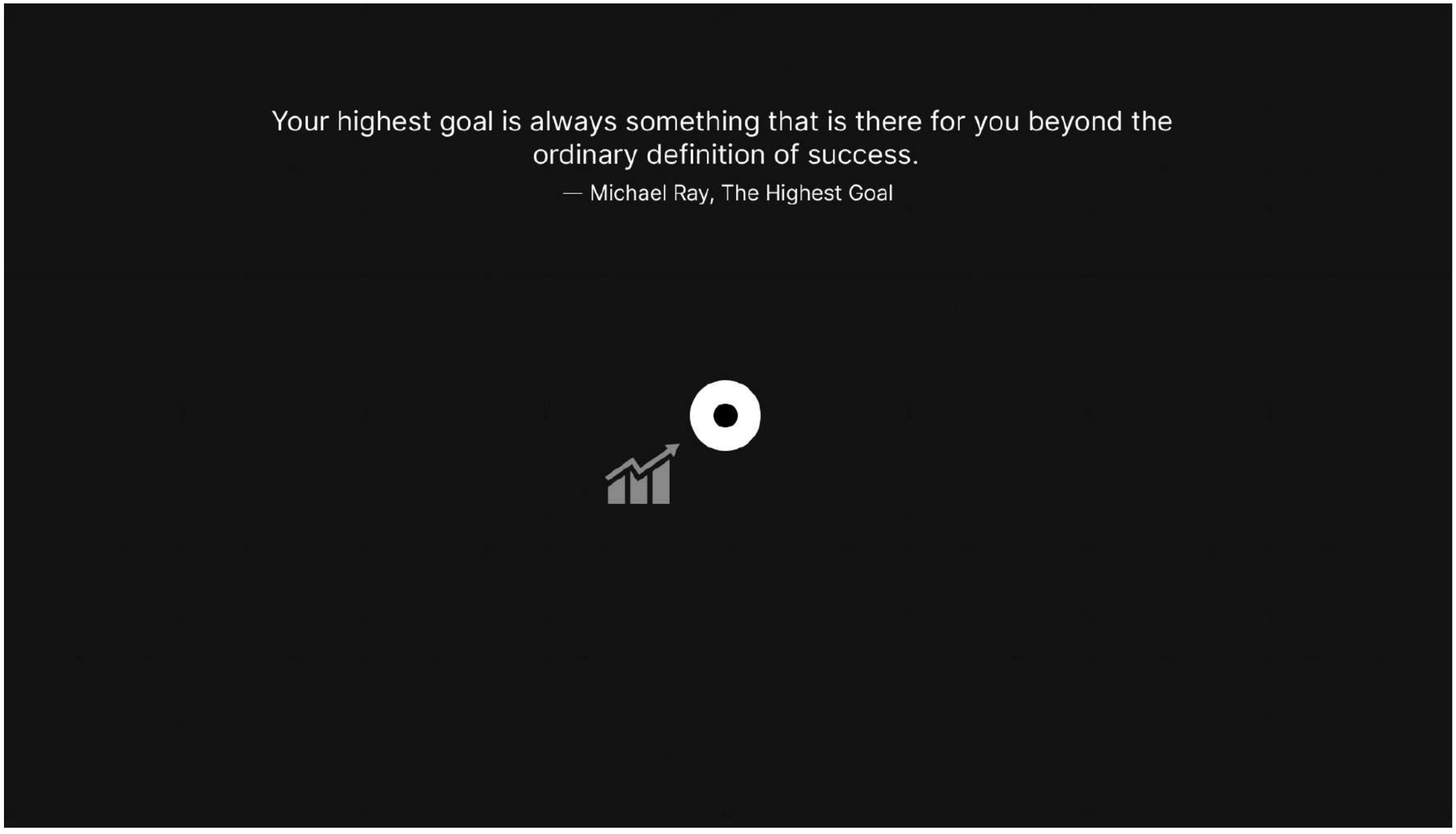

The Highest Goal

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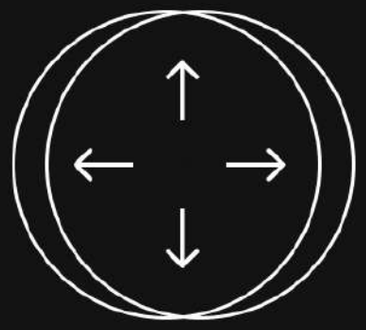
Change — real change — comes from the inside out.

— Stephen Covey



Real Change

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Person of Value

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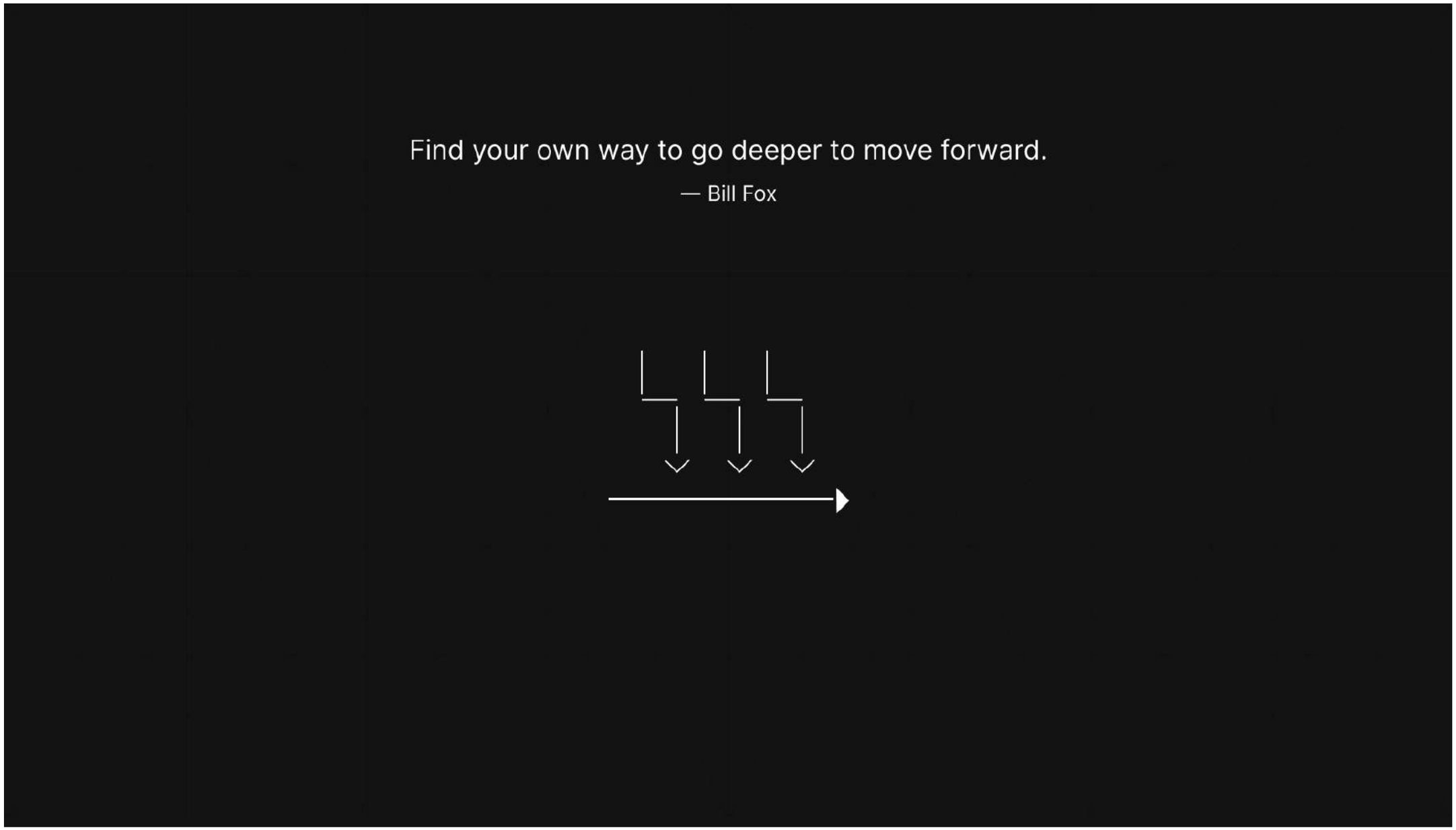
JOURNEY



Find Your Own Way

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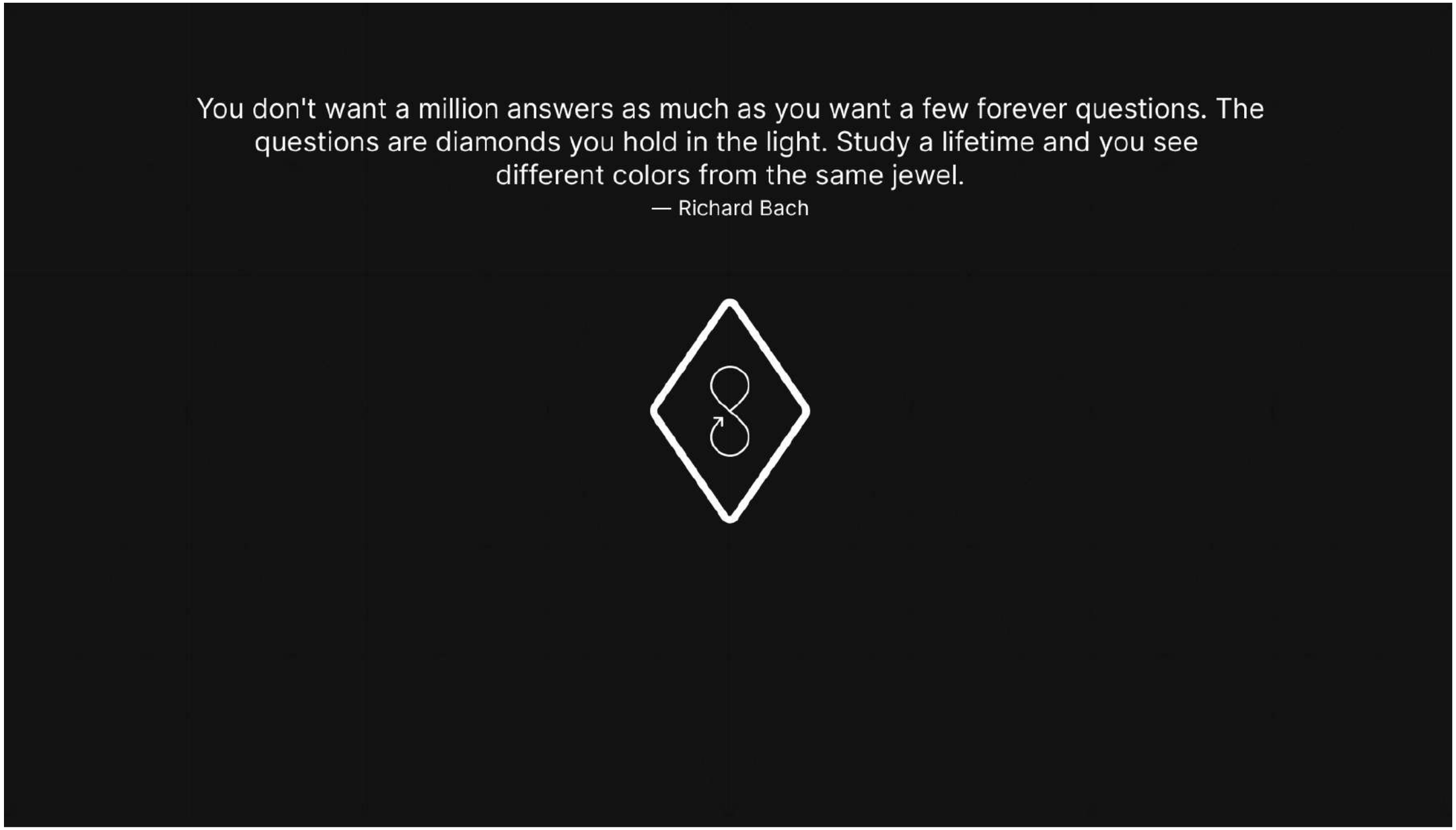

Forever Questions

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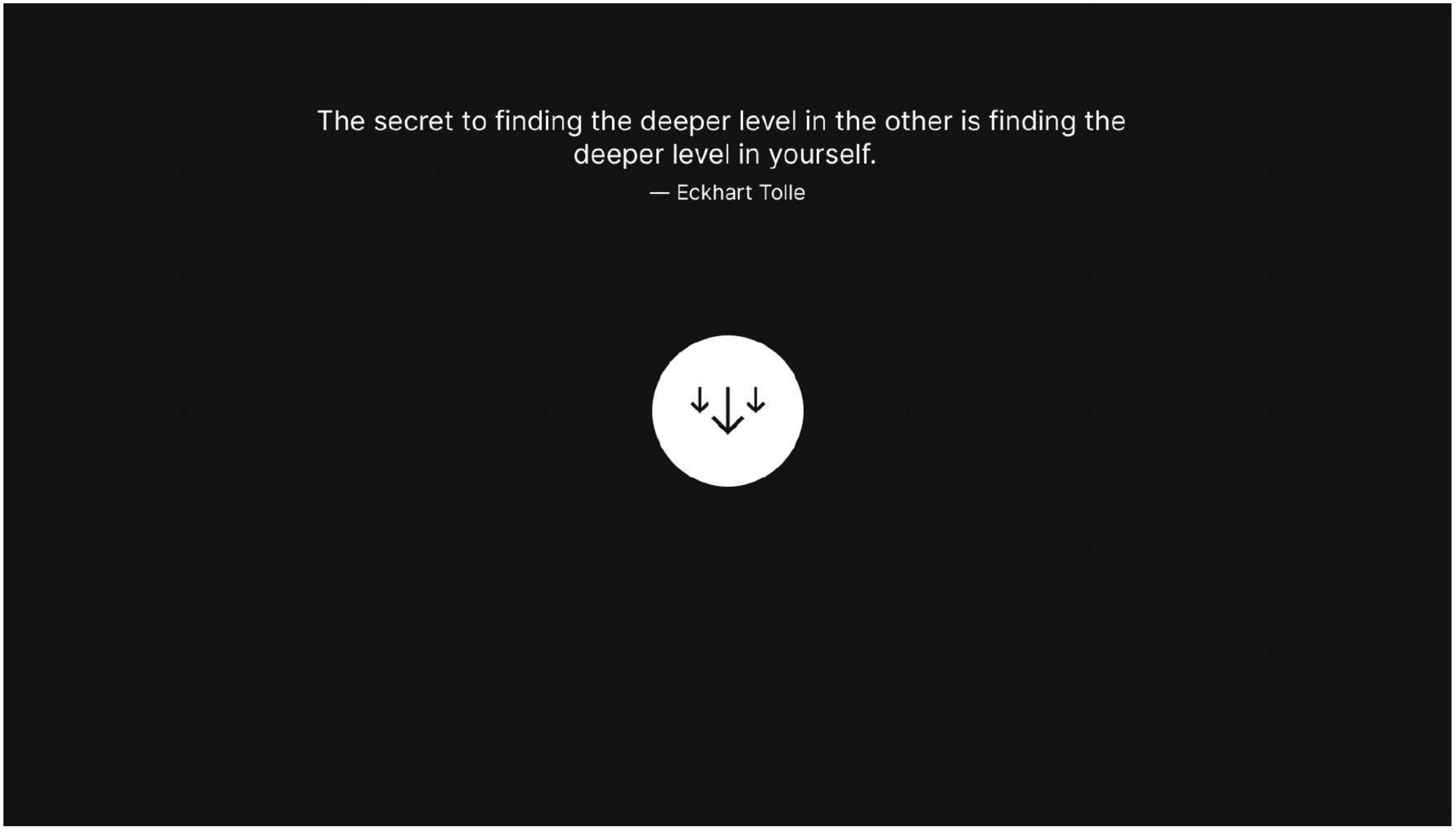

Find the Deeper Level

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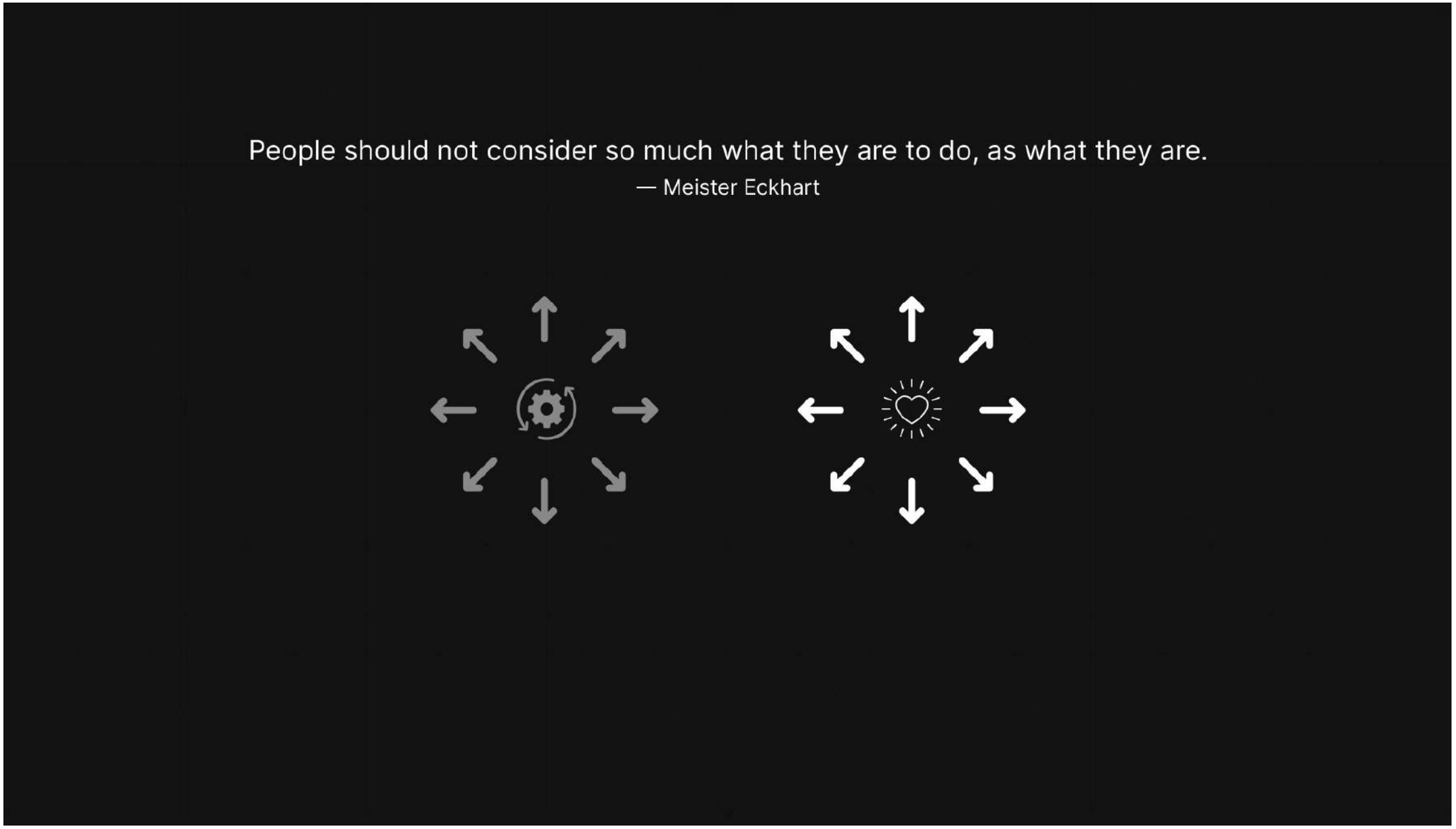

What You Are

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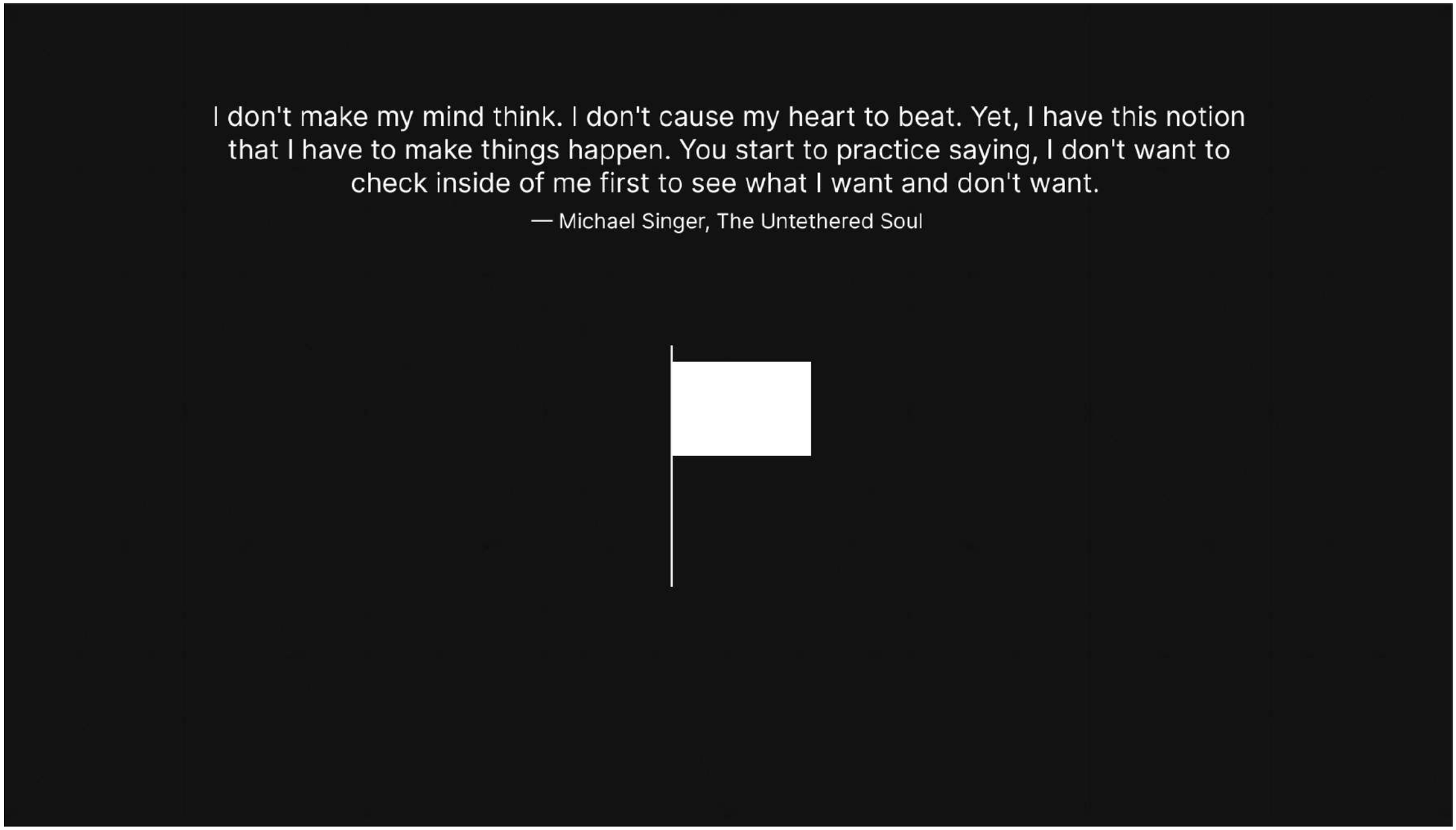
I don't make my mind think. I don't cause my heart to beat. Yet, I have this notion that I have to make things happen. You start to practice saying, I don't want to check inside of me first to see what I want and don't want.

— Michael Singer, The Untethered Soul



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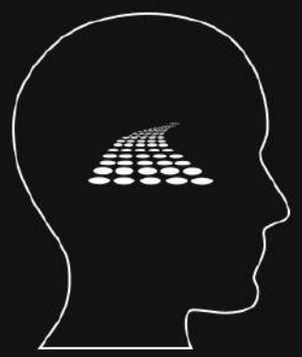
Synchronicity is the story of one man's journey toward the place we all must go in the century ahead.

—Dee Hock, Founder, Visa



Where We All Must Go

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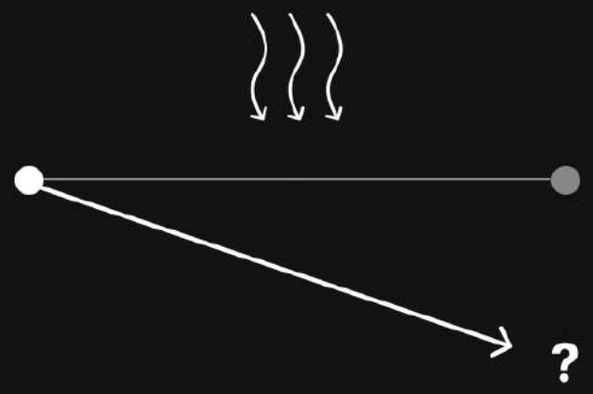
Some things cannot be...discovered until we have been stuck...or blown off course for a while.

— David Whyte, The Heart Aroused



Blown Off Course

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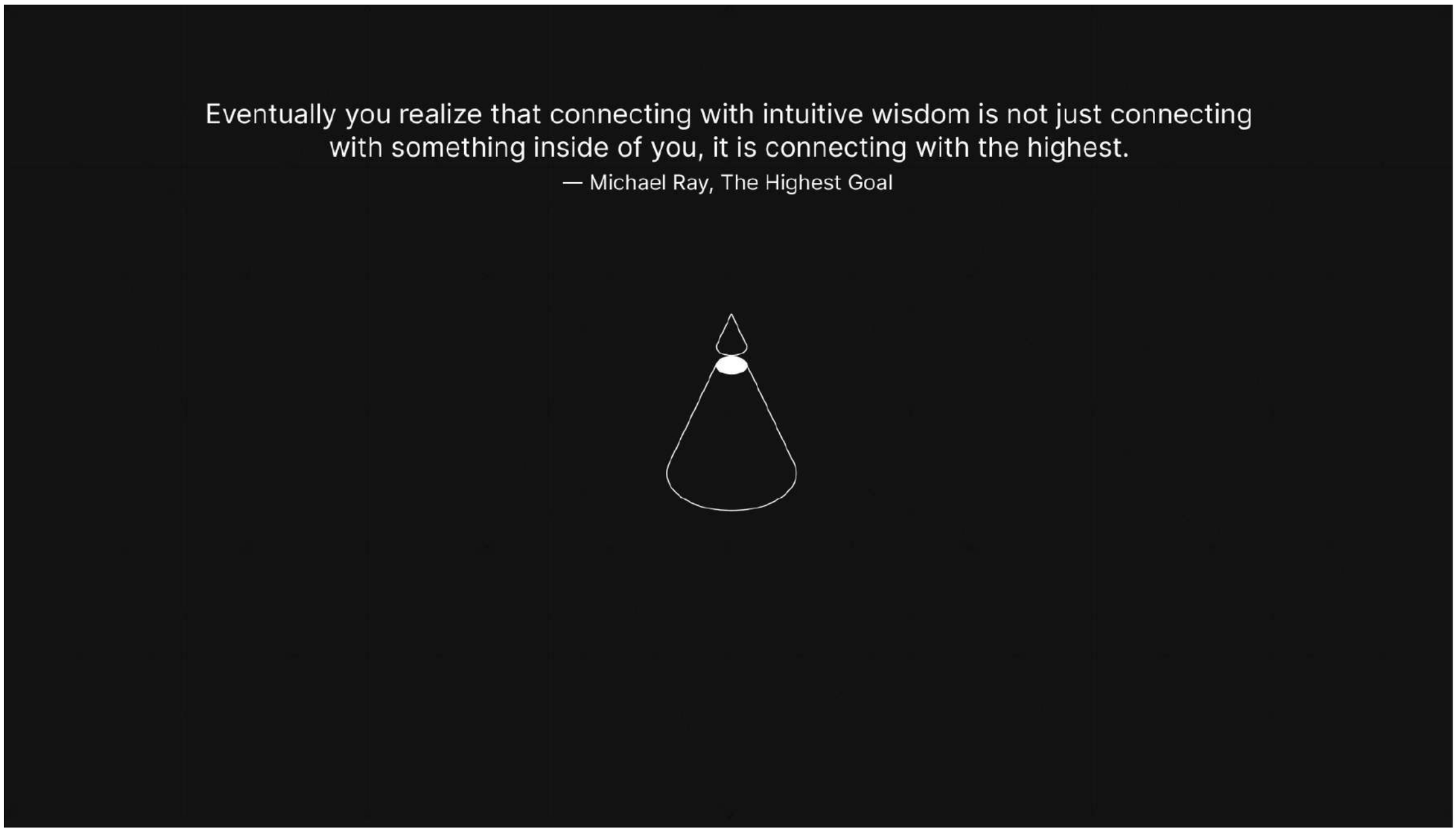

Connecting with the Highest

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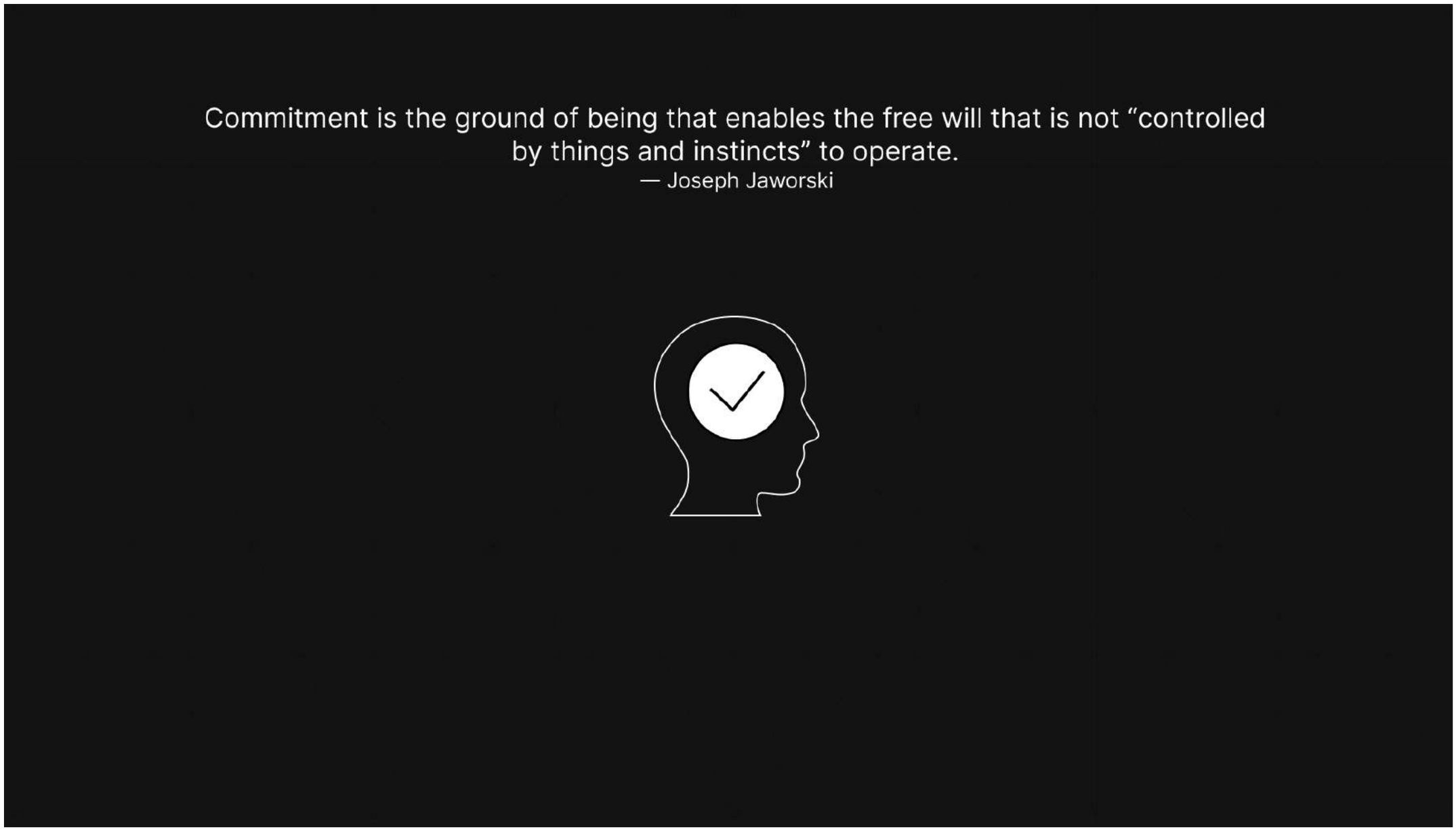

Commitment

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What you do in your life today creates energy that will affect the future and your future generations.

— Abraham Fenster, *Seize the Moment*

Seize the Moment

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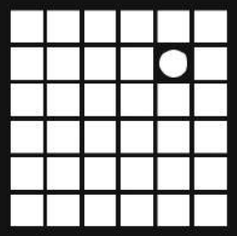
I believe it is the duty of each of us to act as if the fate of the world depended on him. Admittedly, one man by himself cannot do the job. However, one man can make a difference. We must live for the future of the human race, and not for our own comfort or success.

— Admiral Hyman G. Rickover



One Can Make a Difference

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LEADERSHIP

Synchronicity speaks of insight for new leadership residing not in the other but rather insight as accessible to everyone through newly honed sensibilities of looking and listening within.

— Joseph Jaworski

Leadership Is Accessible to Everyone

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Everyone was talking about me instead of we. No one was looking at the big question:
Who are we and what are we here to do?
— Howard Behar (It's Not About the Coffee, 2017)

Who Are We?

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A good part of leadership is knowing when to do do nothing. When to curb the insatiable urge to decide and act; when to savor contemplation; when to be instructed, and guided by providence.

— Dee Hock, Founder, Visa

Knowing When to Do Nothing

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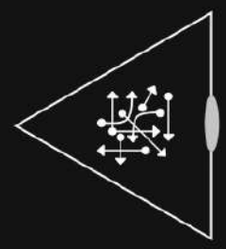
If we could only see reality more as it is, it would become obvious what we need to do.
—Joseph Jaworski



Most of what we "see" is shaped by our past history, social programming, and preconceived notions.

See Reality More as It Is

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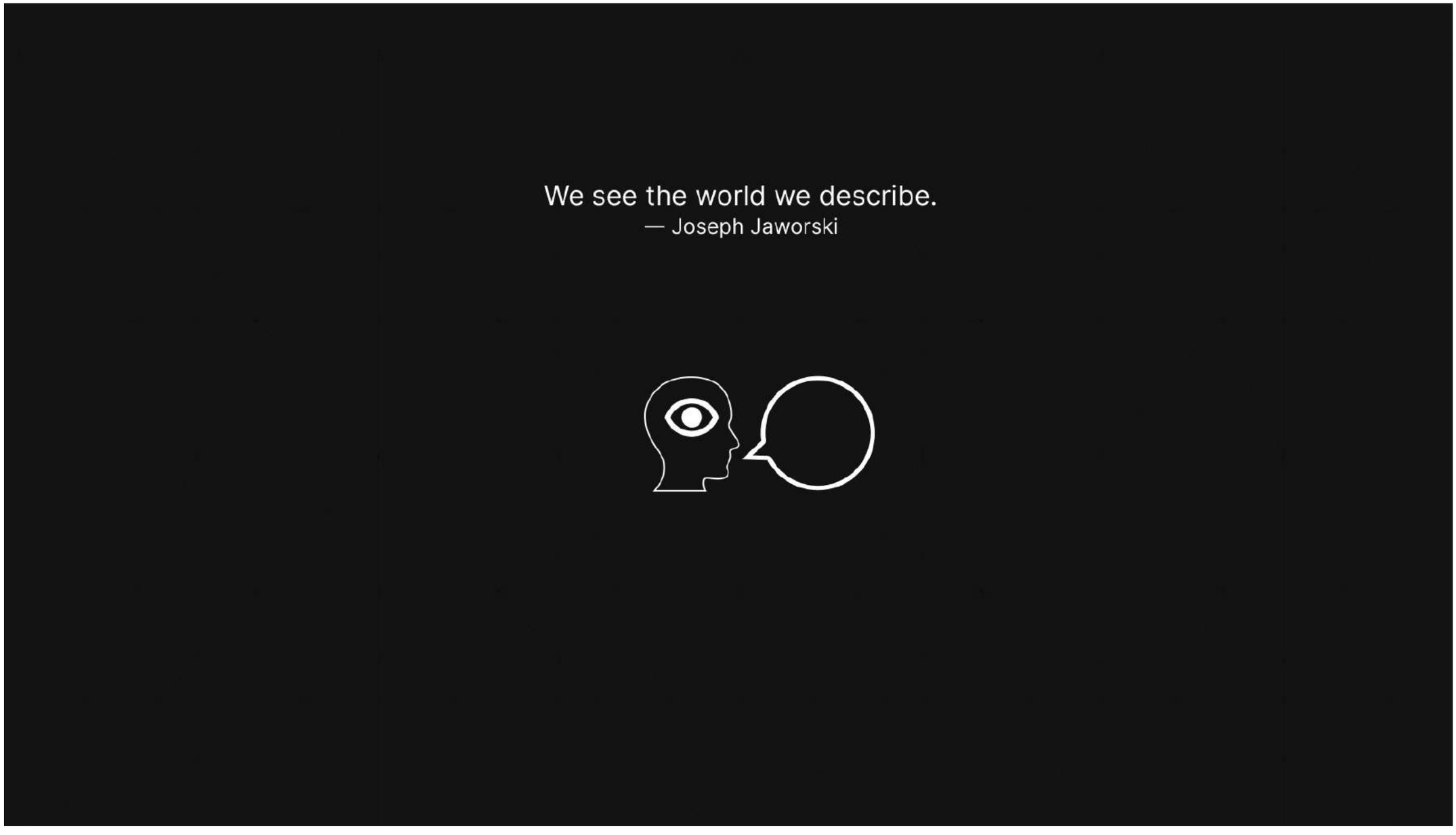

We See the World We Describe

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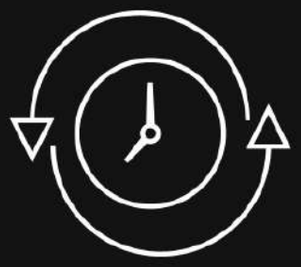
When things are going poorly, we blame the situation on incompetent leaders, thereby avoiding any personal responsibility. When things become desperate, we can easily find ourselves waiting for a great leader to rescue us.

— Peter Senge



Waiting for a Great Leader

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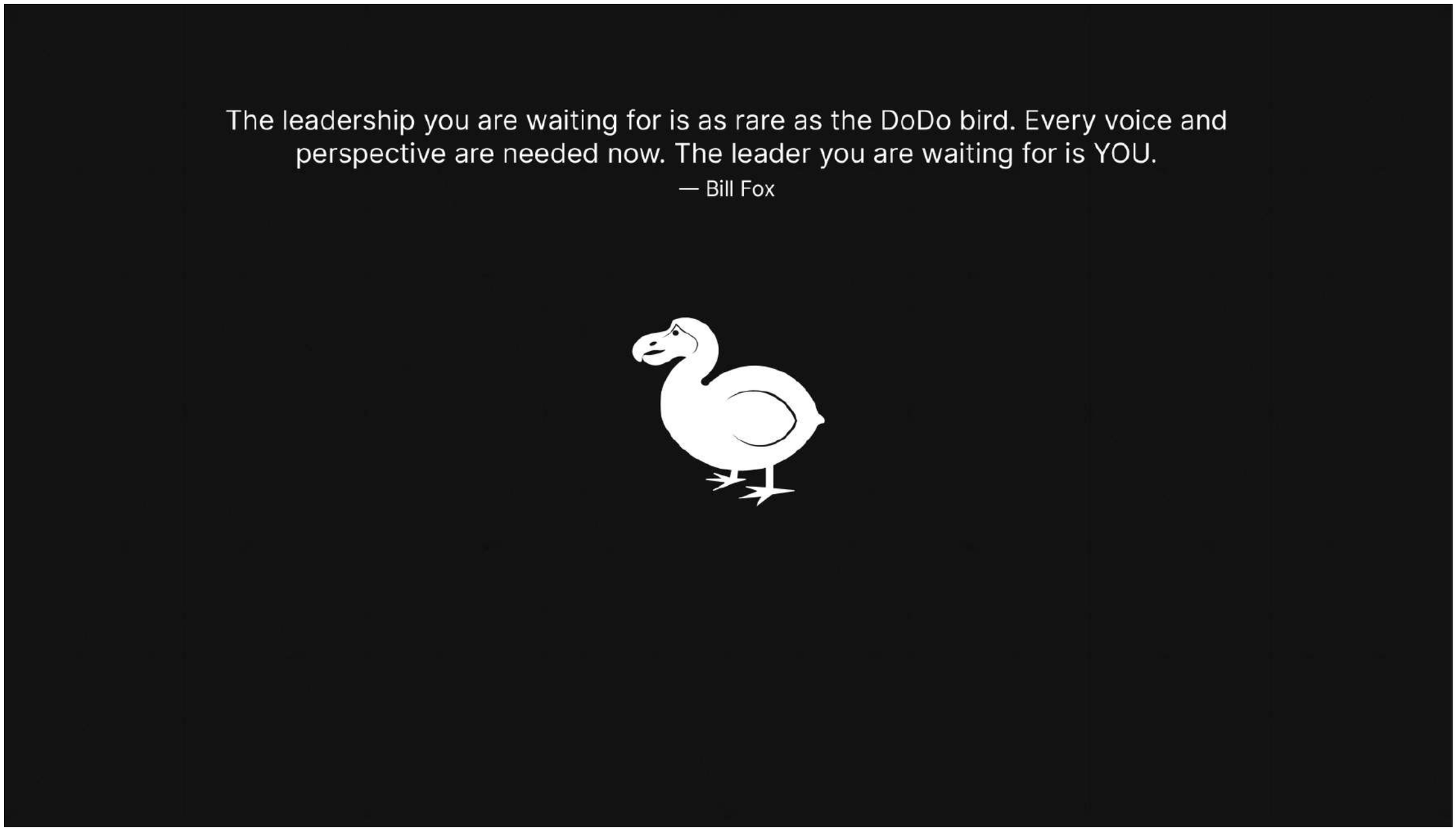

As Rare as a DoDo Bird

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Leadership through Trust & Collaboration provides a lens through which to see the present, and to be present – recognizing how you're showing up in the world and seeing the value of leaning forward into opportunities to grow.

— Helene Lollis

A Lens to See the Present

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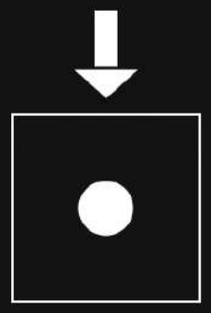
We only know how to live based on truths from the past, which today inevitably results in one group attempting to impose their truths on another.

— Peter Senge (paraphrasing David Bohm)



Truths of the Past

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It is true leadership; leadership by everyone; leadership in, up, around, and down this world so badly needs, and dominator management it so sadly gets.

— Dee Hock, Founder, Visa

True Leadership

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Time of Day

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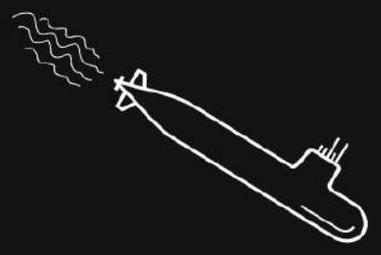
That sinking feeling you get when all systems are failing, you're slipping into the deep abyss, and you're waiting for leadership to show up.

— Bill Fox



Aboard the USS Pintado deep under the Pacific Ocean a long time ago.

Waiting for Leadership

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The work of leadership is about opening spaces for reflective inquiry in the midst of our institutional life.

— Patricia Shaw

Opening Spaces

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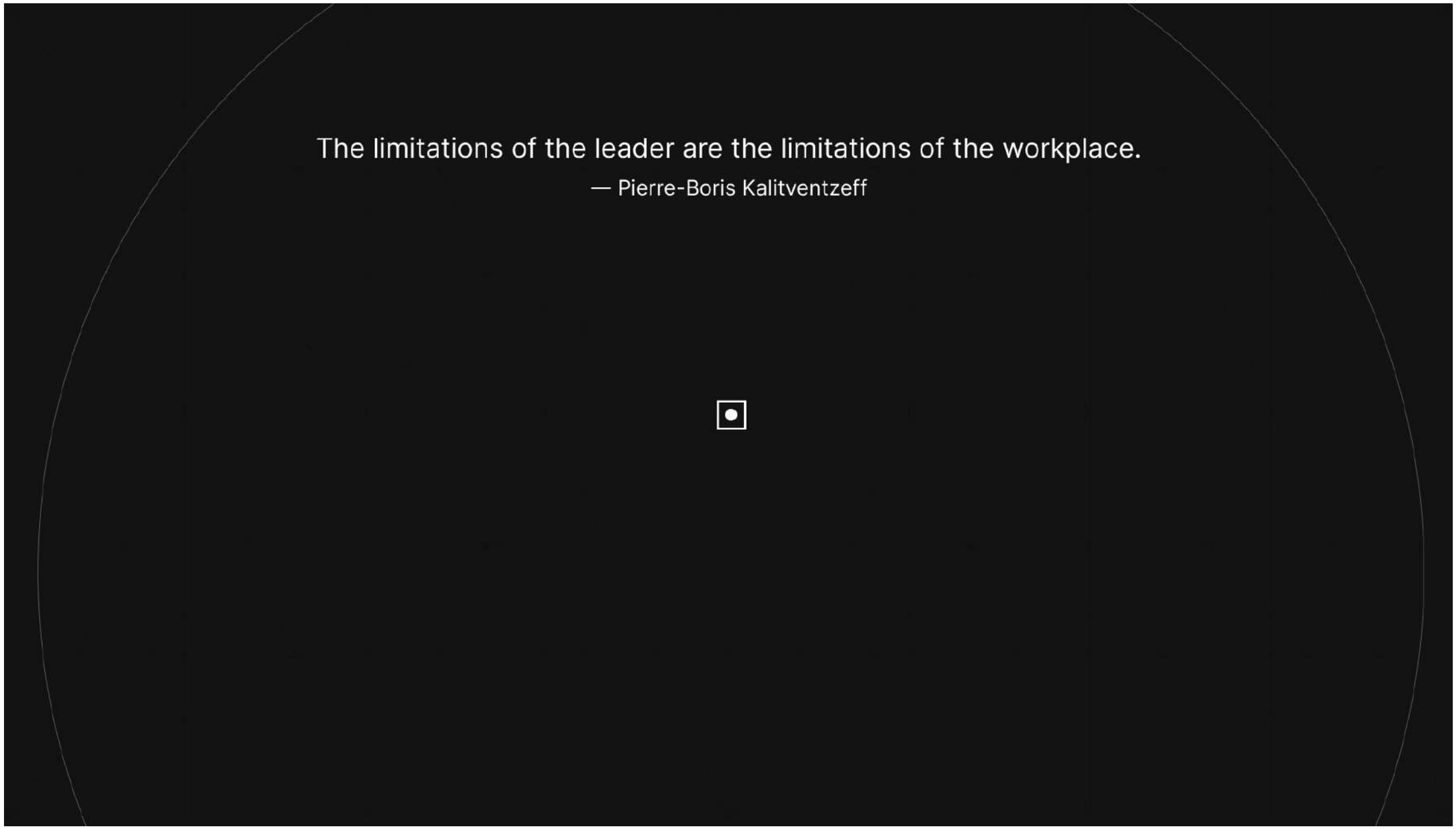

Limitations of the Leader

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Every single interaction with another human being is a leadership opportunity, and your day is filled with them.

— Simon Heath

Every Interaction

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More leaders have been made by accident, circumstance, sheer grit, or will than have been made by all the leadership courses put together.

— Warren Bennis

$45 Billion Annually[1]

1. Daniel Howden in The Leadership Illusion

Accidental Leadership

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Leadership is broken everywhere. All this spending and cajoling has resulted in unhappy employees outnumbering happy ones by two to one.

— Lance Secretan, The Bellwether Effect

200,000

Leadership books on Amazon.

$170 Billion

Annual spending on leadership (North America)

Leadership Is Broken

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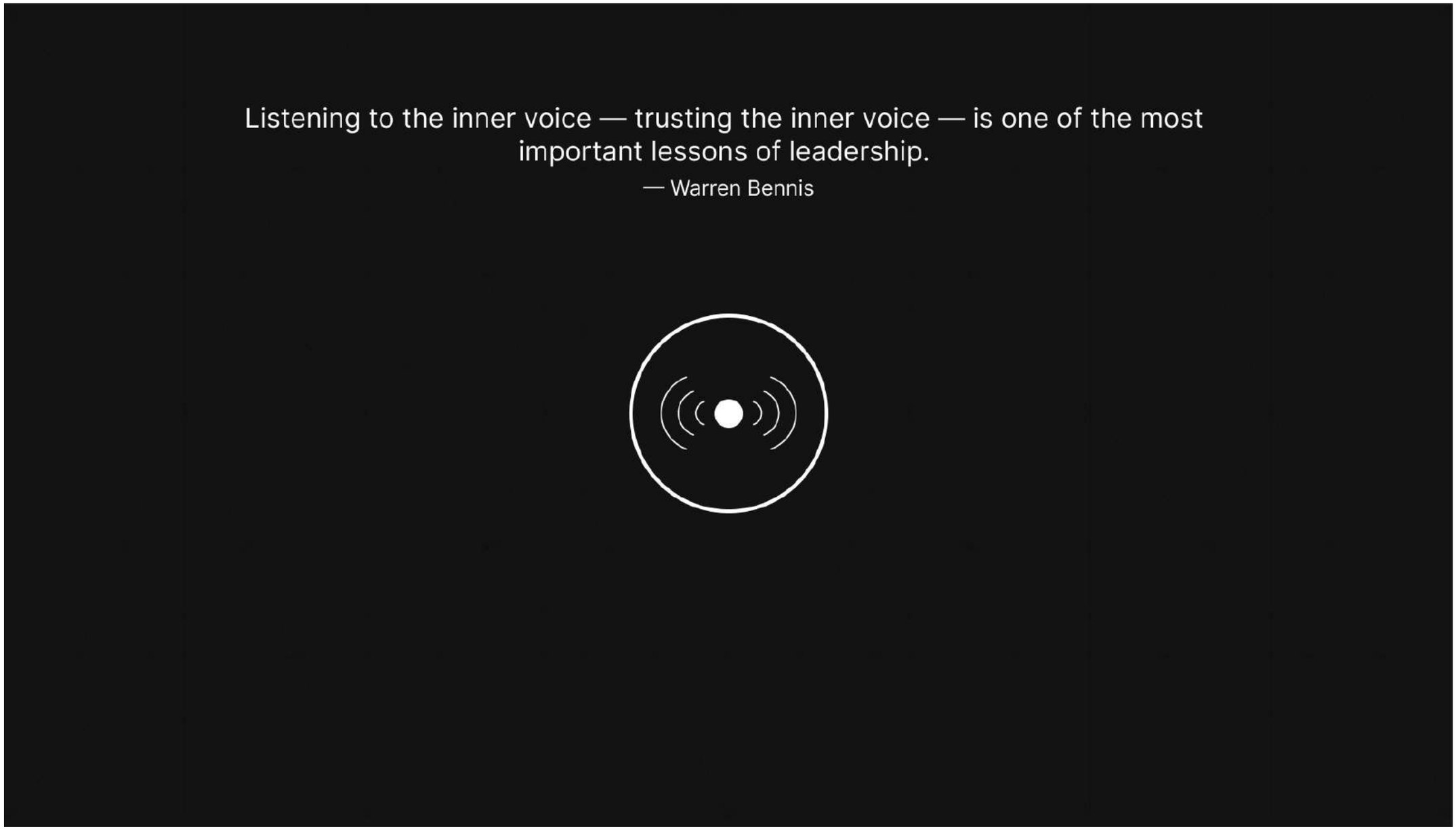

Listening to the Inner Voice

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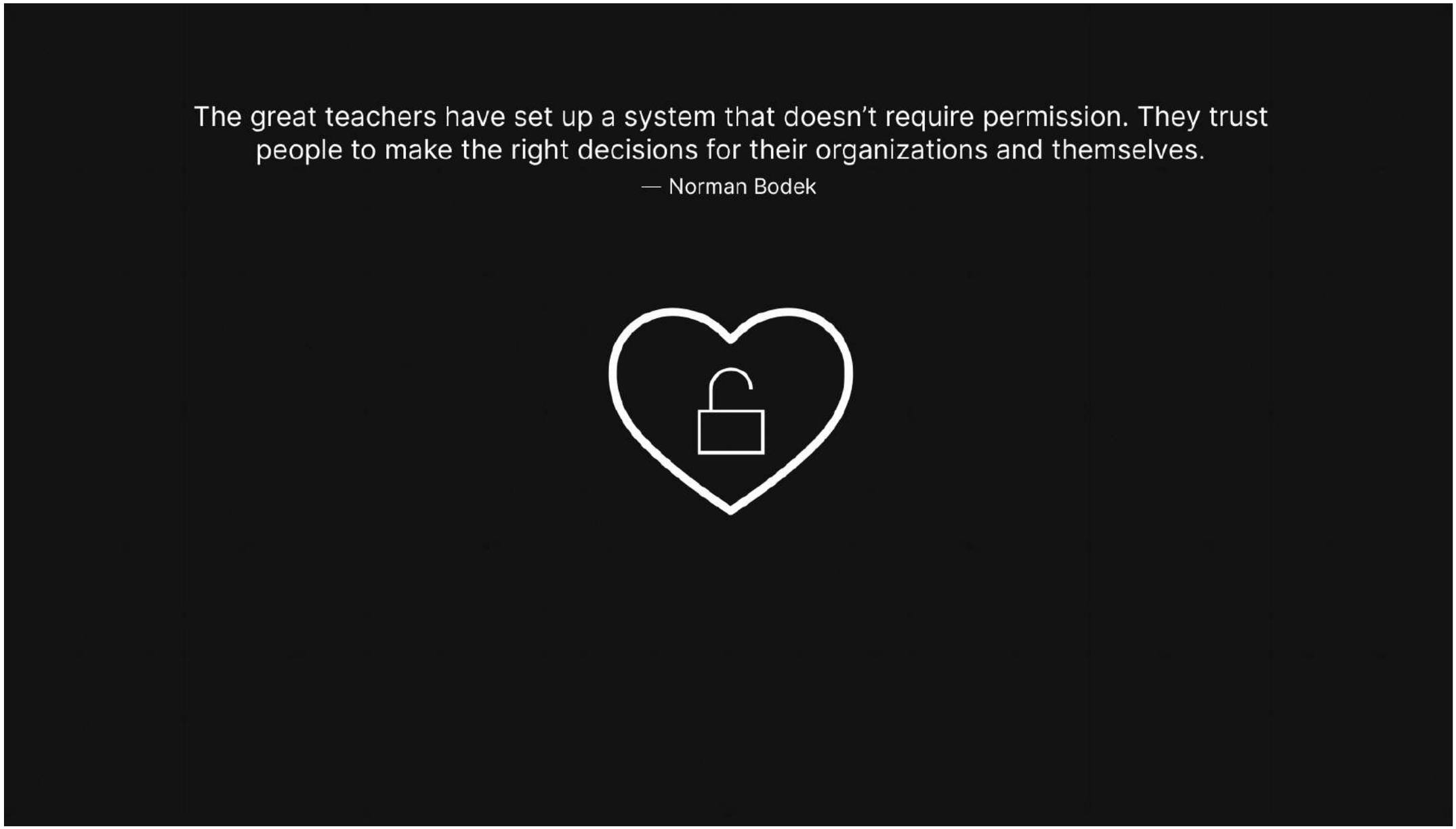

Trusting People

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One of the ways of thinking about leadership is thinking about convening conversations that might not happen otherwise. The consequences will ripple out beyond what you will ever know.

— Patricia Shaw

Convening Conversations

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Jaworski suggests that, in a deep sense, my capacity as a leader comes from my choice to allow life to unfold through me.
— Peter Senge

Allowing Life to Unfold

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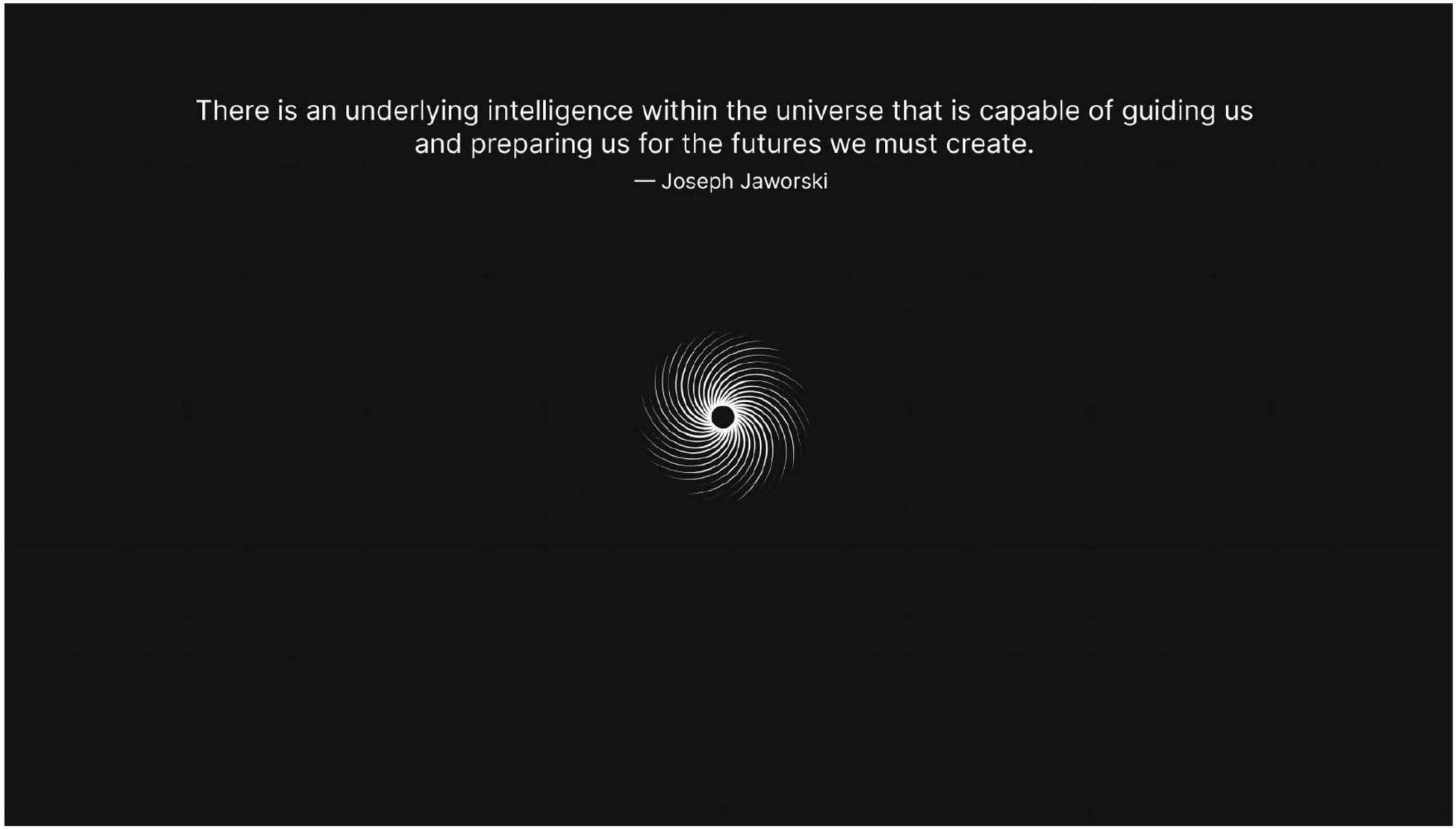

Underlying Intelligence

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Leaders who choose to practice self-control and know how to stay calm, confident, kind, and excited about the future, even in the middle of the chaos of change, are worth their weight in gold.

— Jill Ratliff

Practice Self-Control

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When it comes to leadership, it's important for us to remember that it is a lifelong journey. There are no pills for it and we are not as alone as we think we are. We are in it together.

— Sesil Pir

Leadership Journey

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Graciousness is at the heart of everything I do. It is the ultimate tool and benchmark for getting the absolute best out of people and their full attention.

— Steph Holloway

Graciousness is the Ultimate Tool

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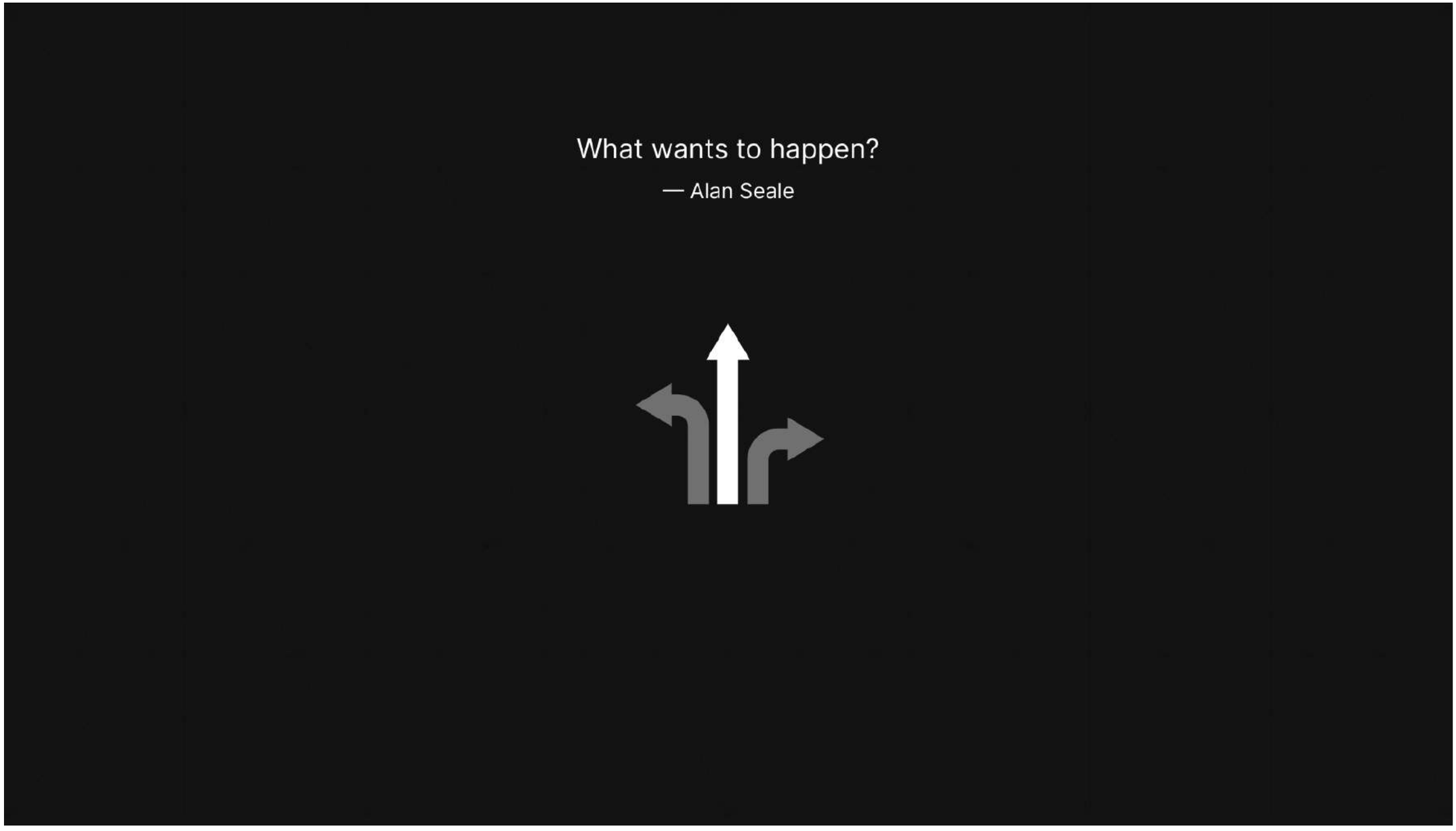

What Wants to Happen

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A culture that allows people to speak their truth enables more than just true thought leadership. A culture where everyone can tell their truth allows collaboration and co-creation to flourish at all levels.

— Bill Fox

Collaboration at All Levels

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Freely Express Truth

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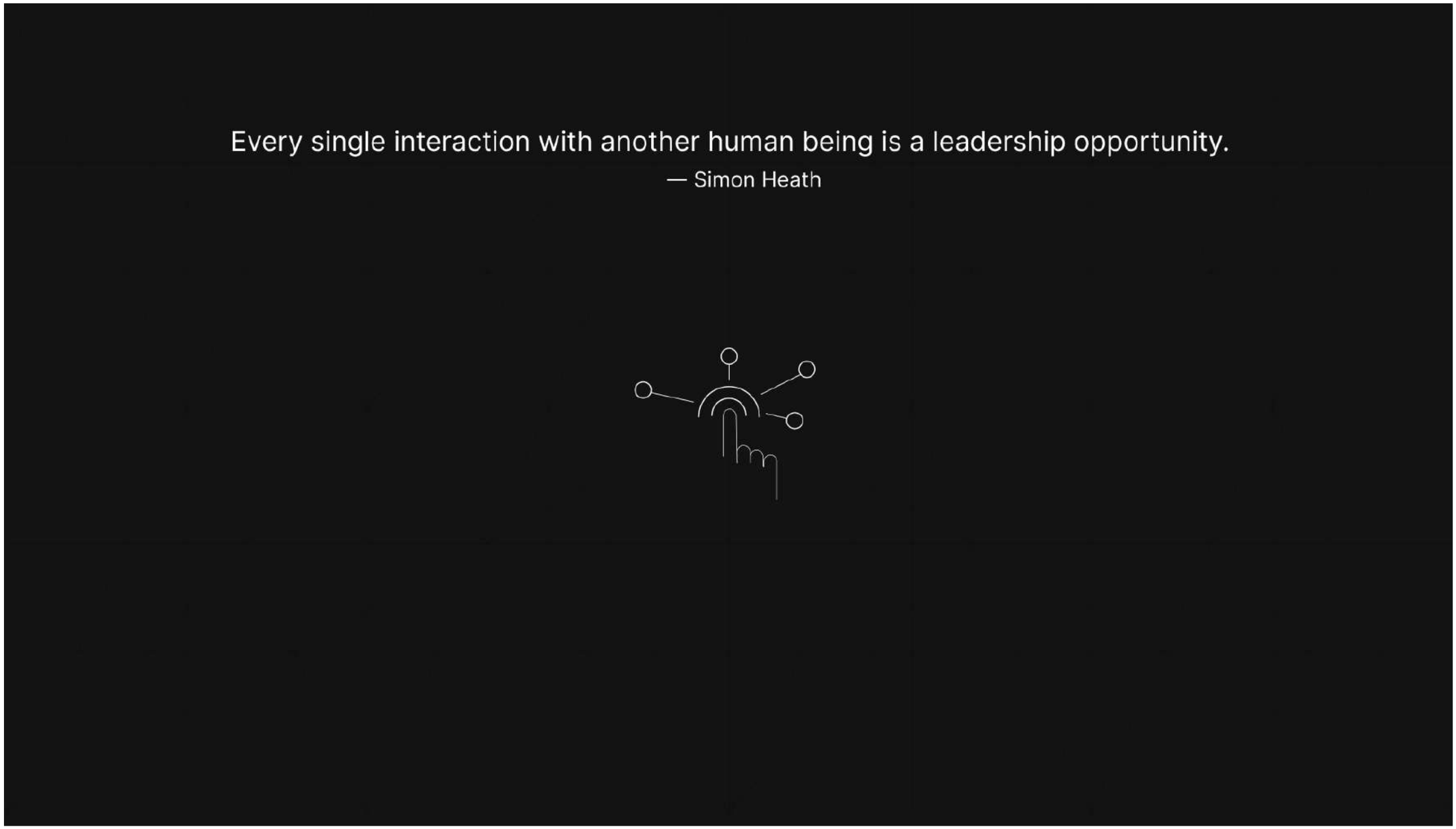

Every Single Interaction

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Every big success had taken place when I was going against the crowd. My trading style was clearly “contrarian,” and it taught me a key lesson: The crowd is always wrong.

— Kurt & Patricia Wright, *Breaking the Rules*

The Crowd Is Always Wrong

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MIND

One of our automatic habits is that we spend so much time and energy and effort talking about what doesn't work.

— Dianne Collins

We miss the point that we have the power to create something that works ... for everyone.

We Miss the Point

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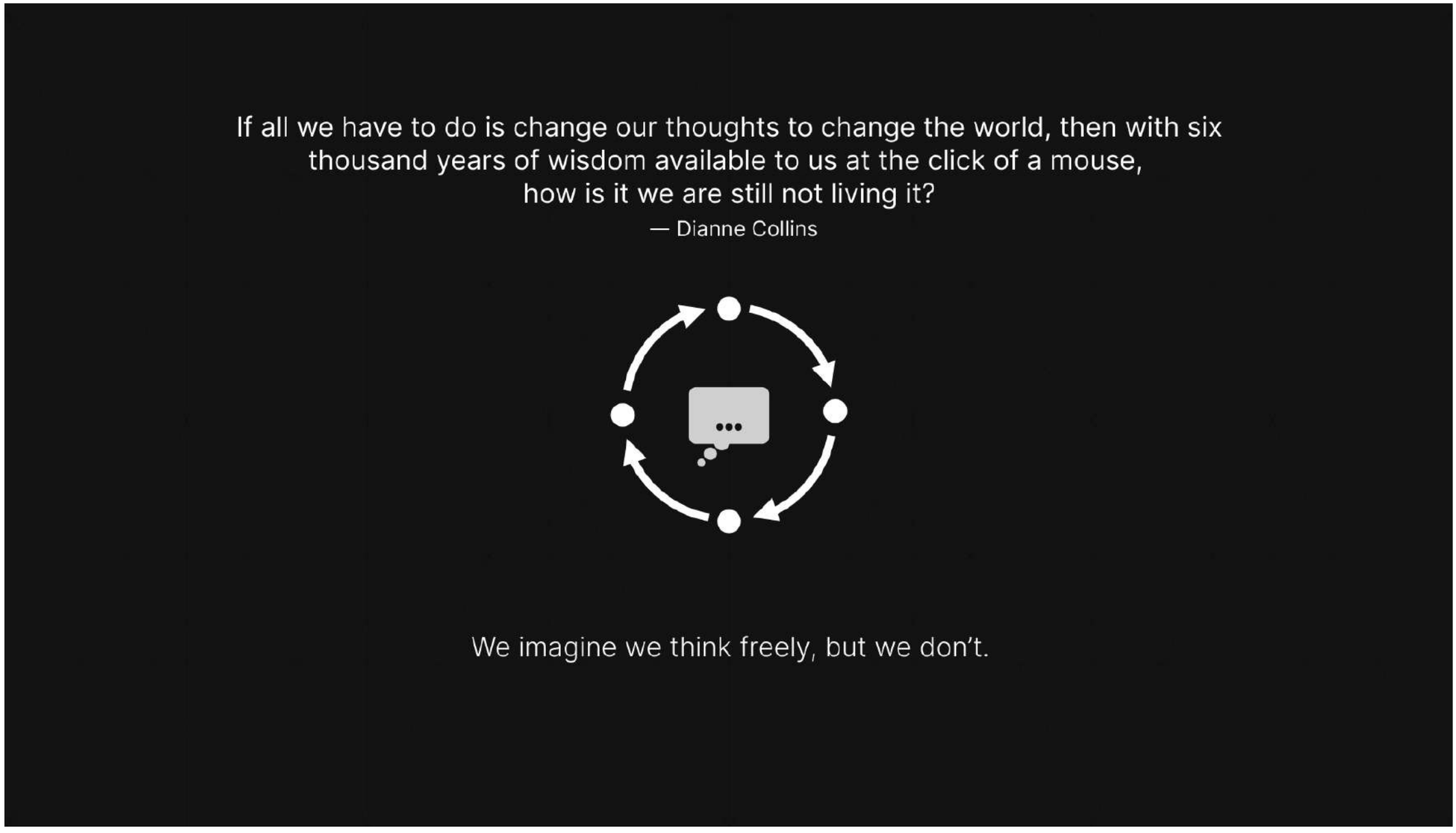

We Imagine We Think Freely

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The Real Crisis

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Shift what you bring to your observation – of a person, a situation, of yourself – and circumstances are likely to shift, too.

— Dianne Collins

Shift What You Bring

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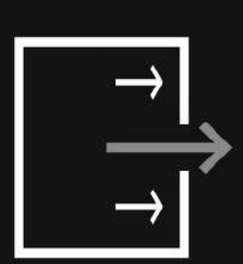
The need to connect and belong is more powerful than anything else. People will wait and see what others think before speaking their minds. They will often modify their “out of the box” thoughts for fear of looking stupid or challenging a group norm.

— Judith Glaser, Conversational Intelligence®



People Wait and See

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To reflect means to set aside all attempts on your part to try to figure anything out.

— Bettinger and Swerdloff (Coming Home, 2016)

Reflect

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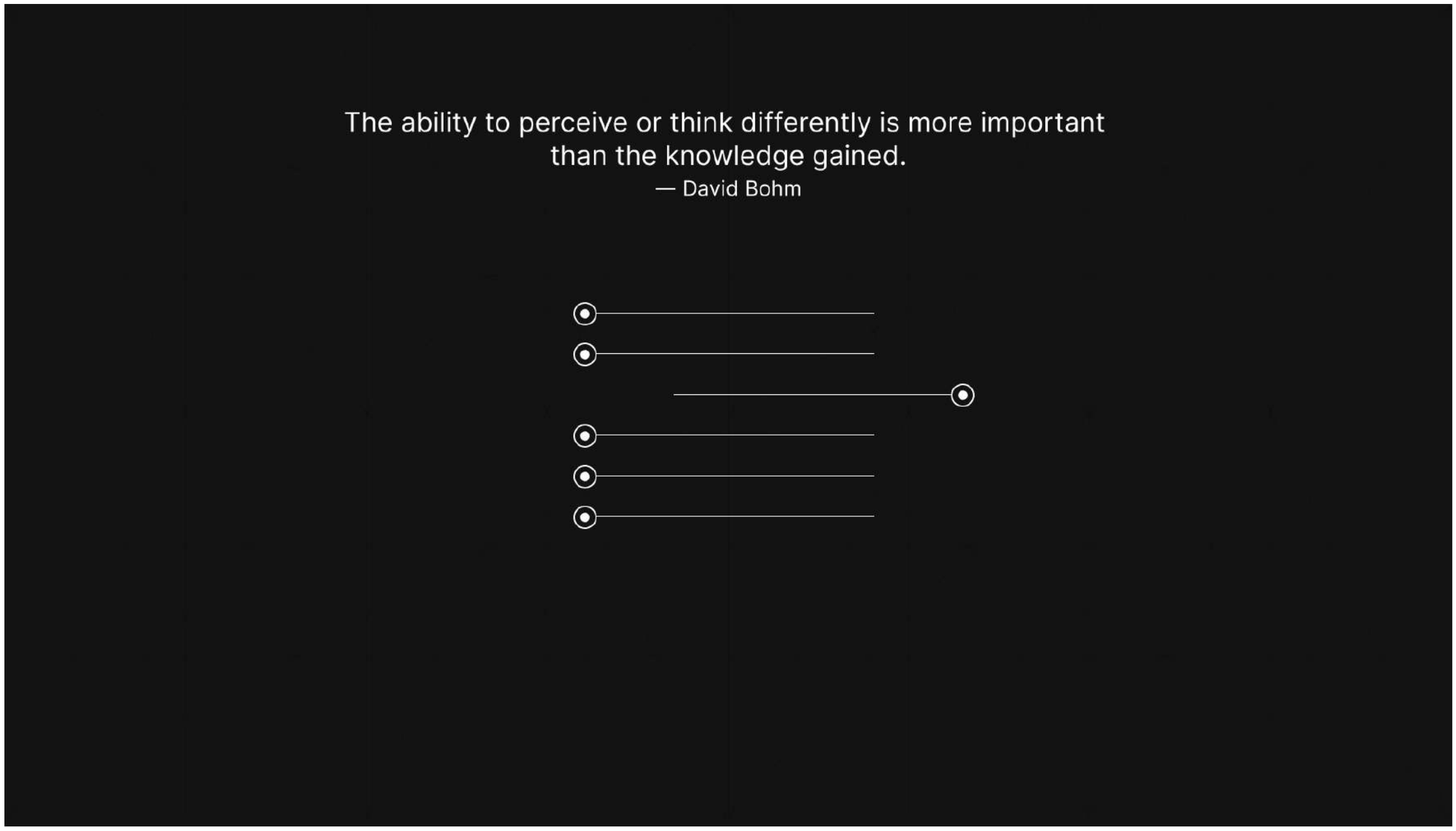

More Important than Knowledge

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At present, people create barriers between each other by their fragmentary thought.
Each one operates separately.
—Joseph Jaworski

Fragmentary Thought

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No Juice for the Squeeze

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Living in a Lot of Thought

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The power lies in that invisible, formless place where your thinking comes from.

— Charbit, Manning, and Krot (Invisible Power, 2015)

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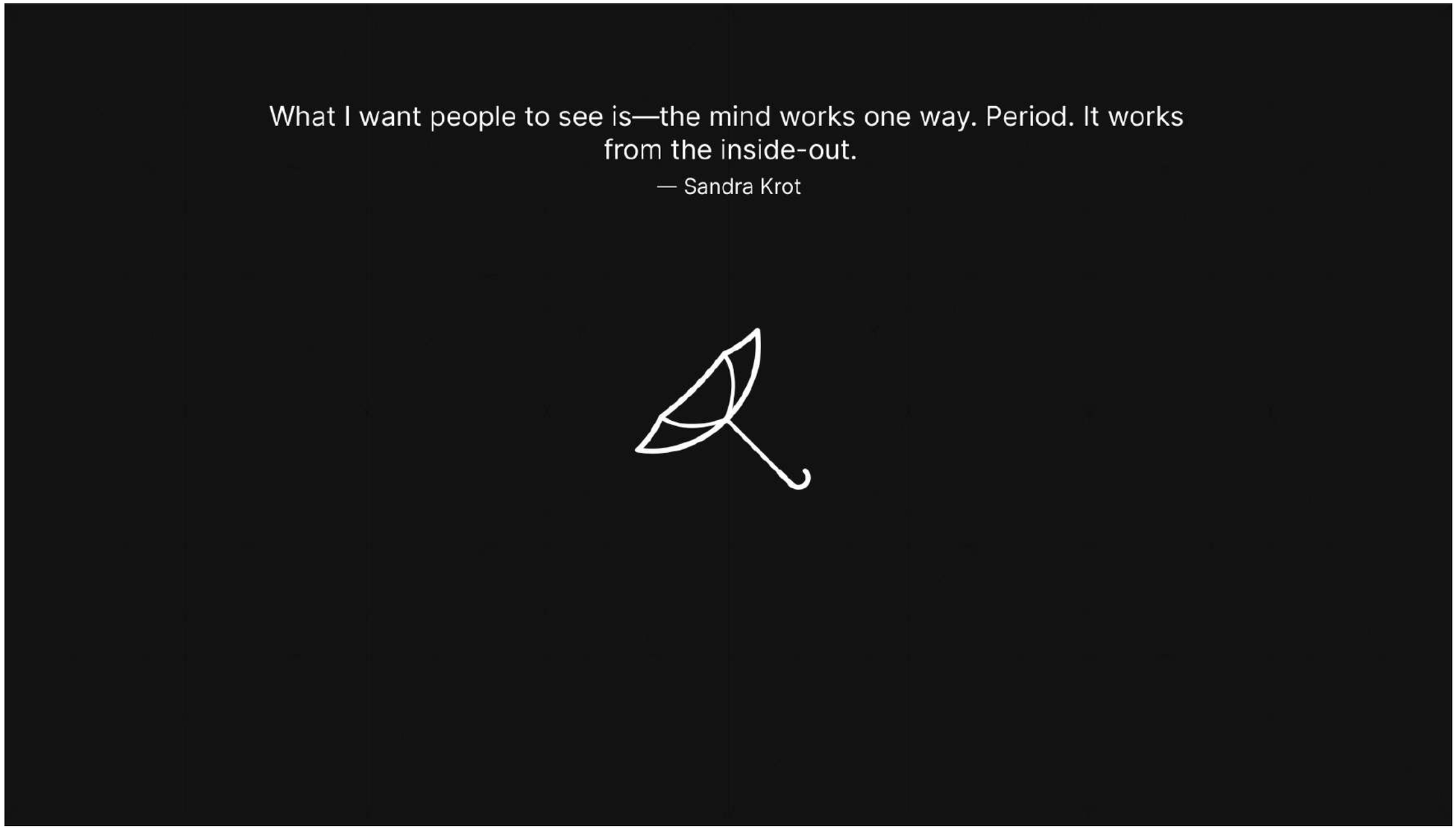

The Mind Works One Way

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Understanding that the mind works only one way — from the inside-out — gets us in closer touch with our wisdom and deeper intelligence.

— Bill Fox

Wisdom and Deeper Intelligence

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The key to getting on a roll and staying there is learning to frame questions in such a way that they cannot be processed analytically.

— Kurt Wright

Framing Questions

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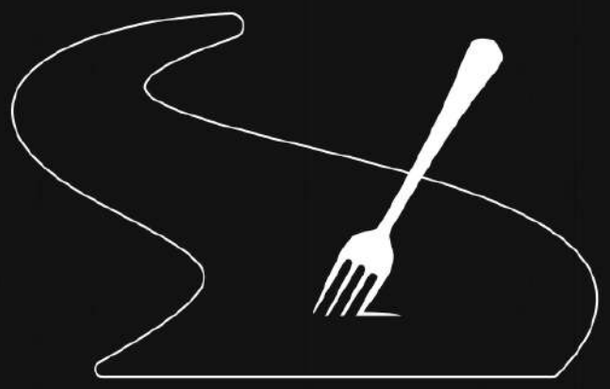
Down one branch of the fork is a life of trying to fix the thinking you already have, chasing after what your thinking has manifested. Down the other branch is a life of you seeing for yourself that the power lies in that invisible, formless place where your thinking comes from.

— Manning, Charbit and Krot (Invisible Power, 2015)



Where the Power Lies

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Your experience of life is not set in stone. Your experiences are like clouds that come and go. You no longer have to believe your daymare.

— Bettinger and Swerdloff (Coming Home, 2016)

Experiences Are Like Clouds

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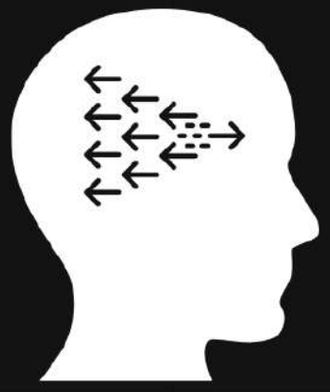
The real fundamental changes in societies have come about not from dictates of governments and the results of battles, but through vast numbers of people changing their minds.

— Willis Harman



Real Fundamental Changes

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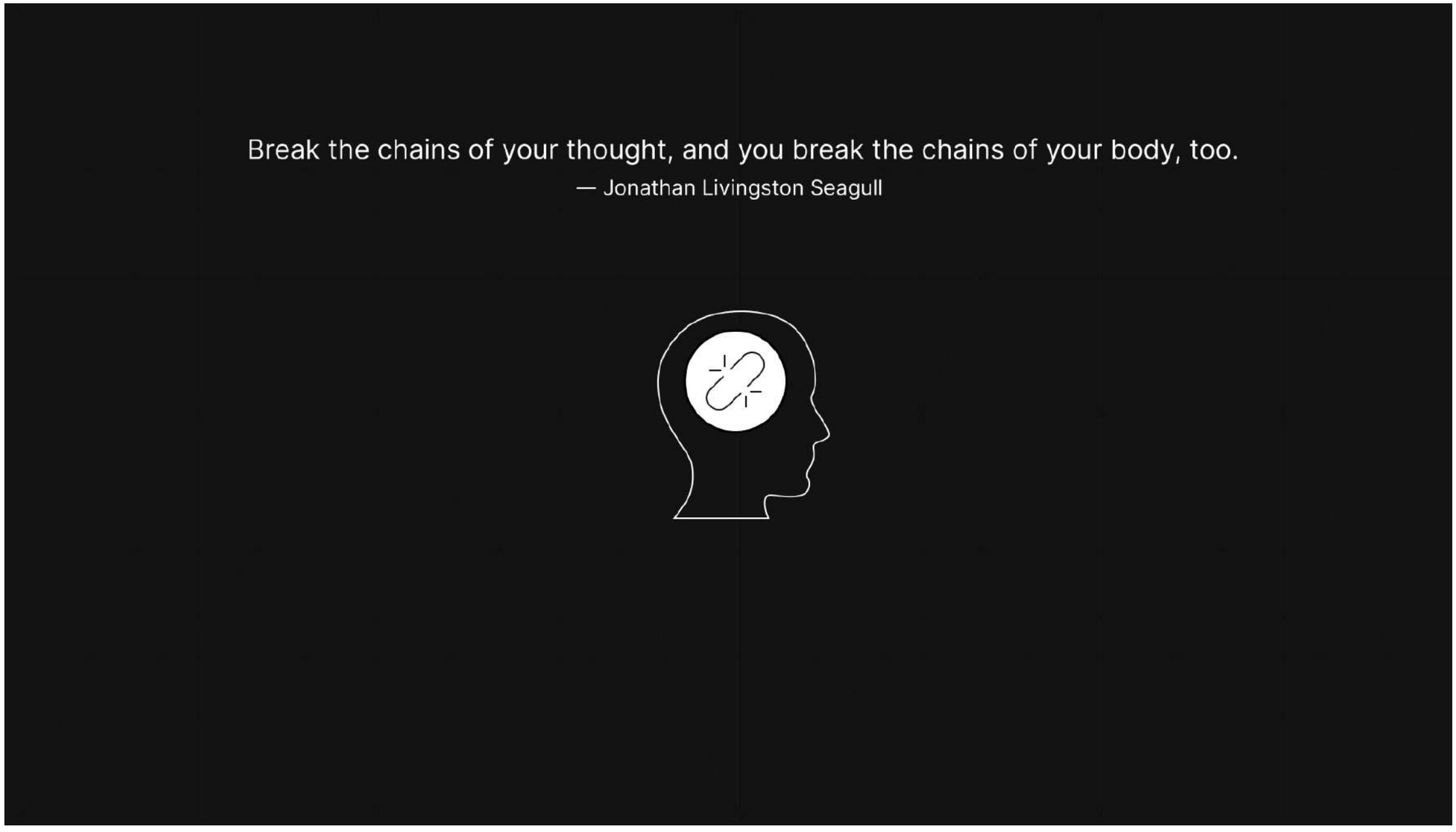

Break the Chains of Your Thought

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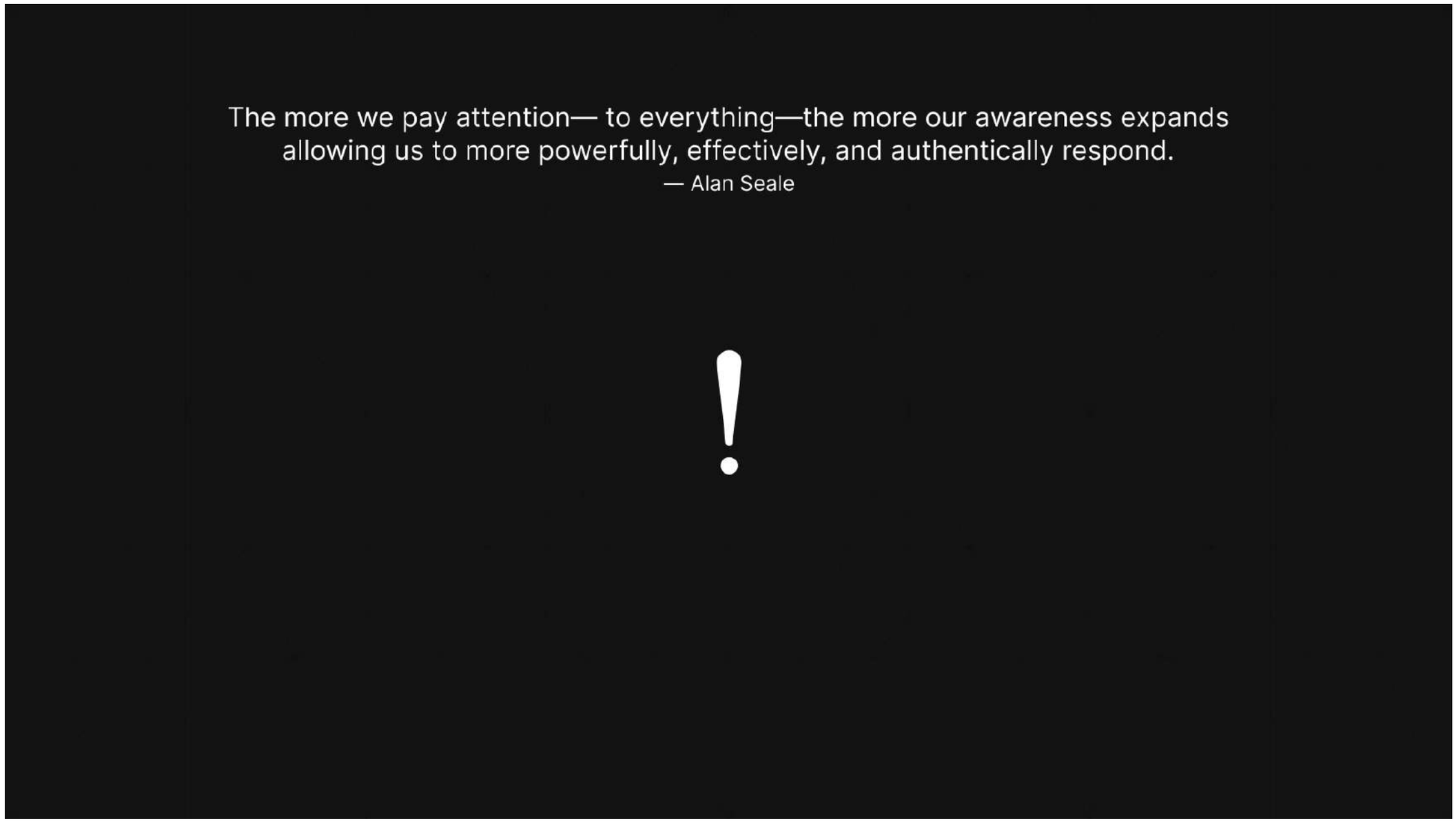

Pay Attention to Everything

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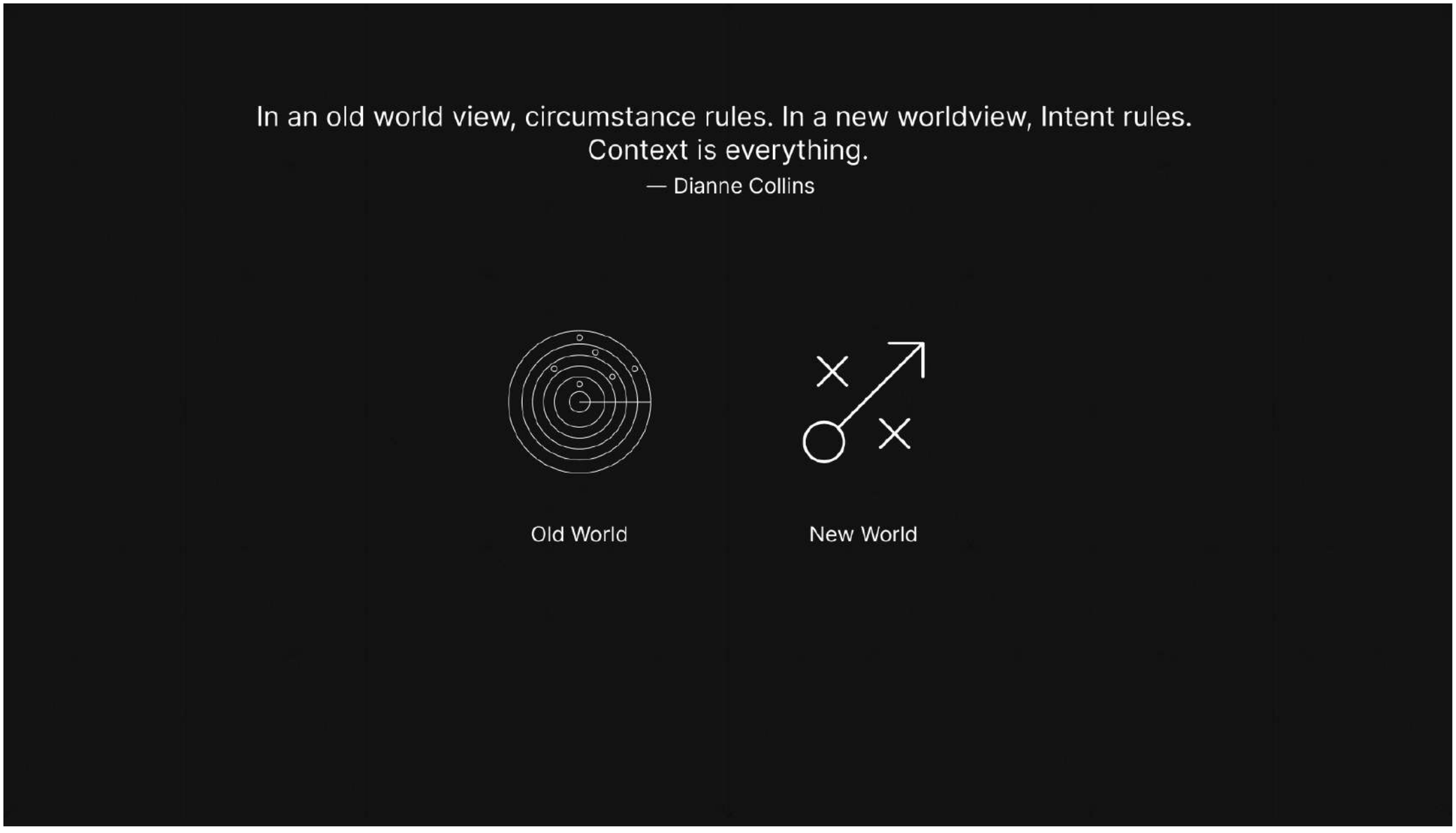

Context Is Everything

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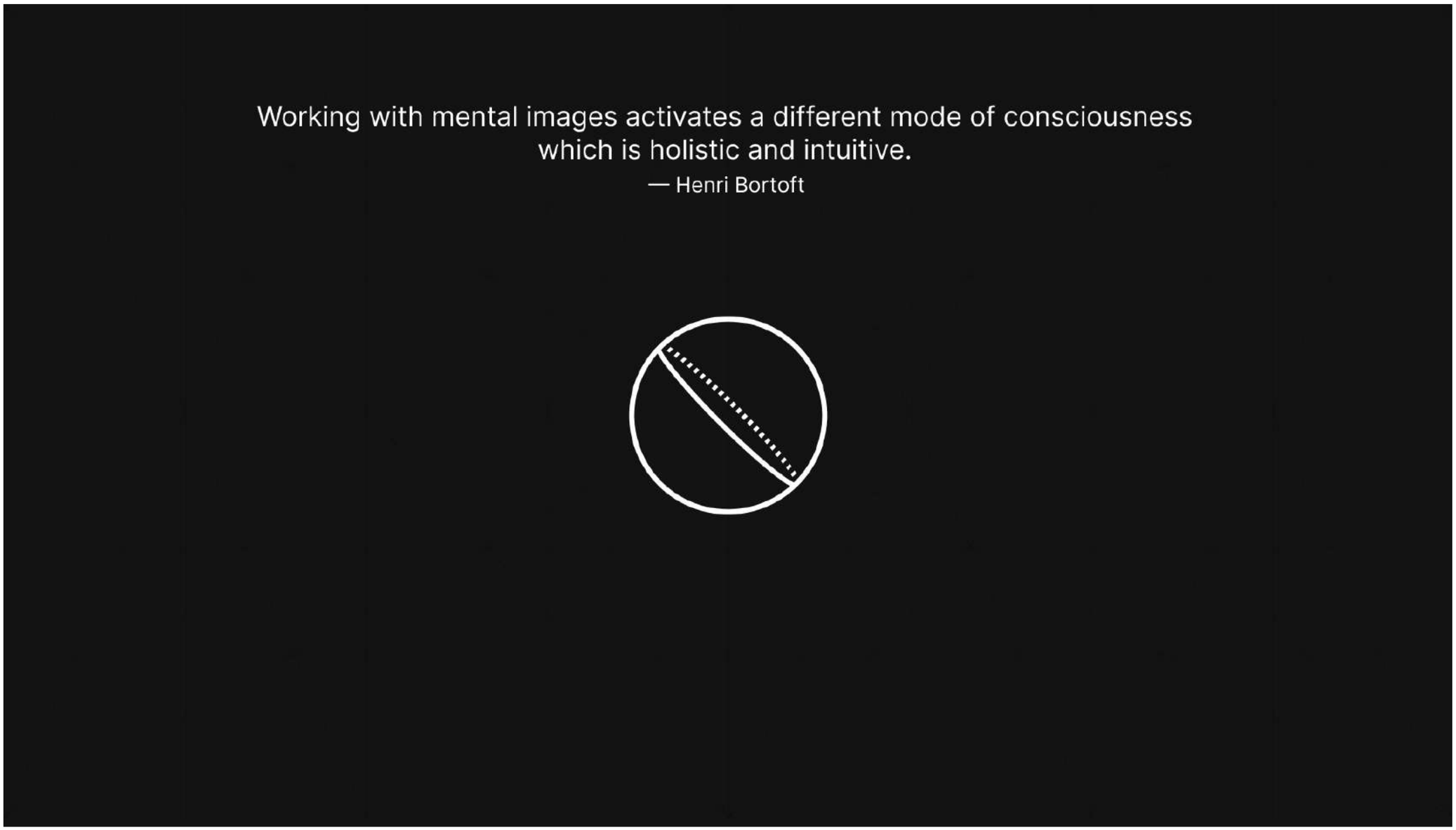

Working with Mental Images

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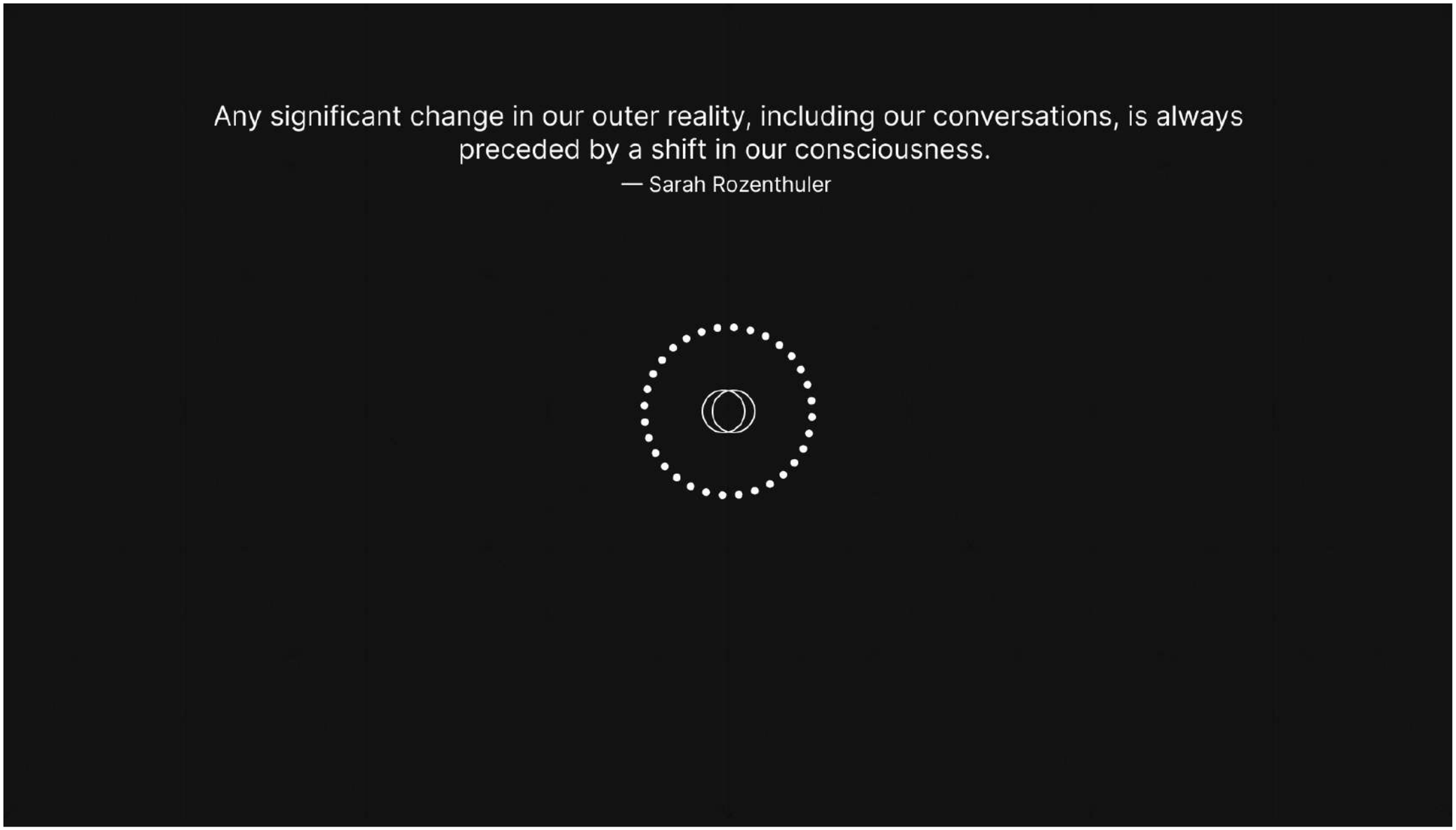

A Shift in Consciousness

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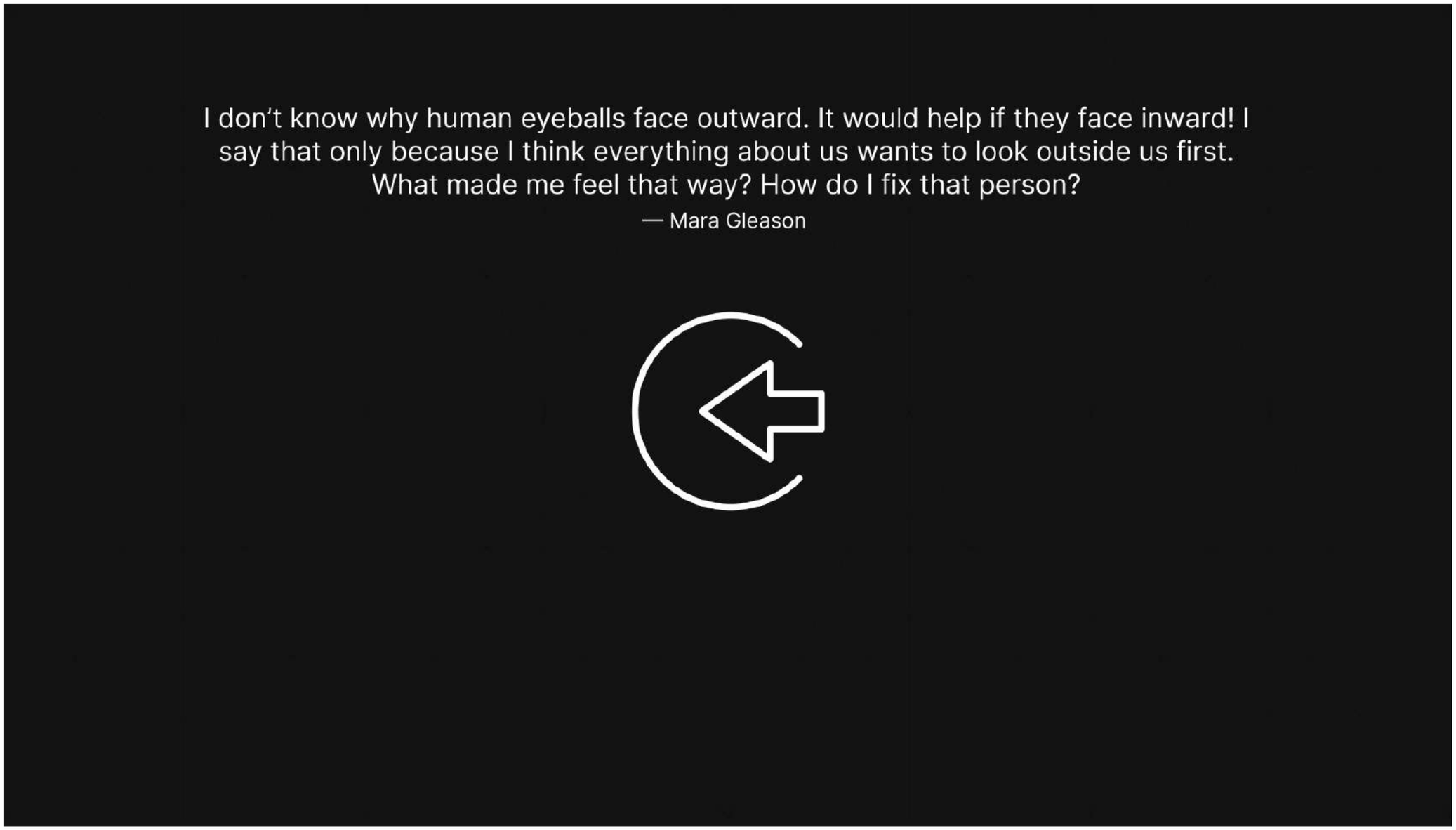

We Want to Look Outside

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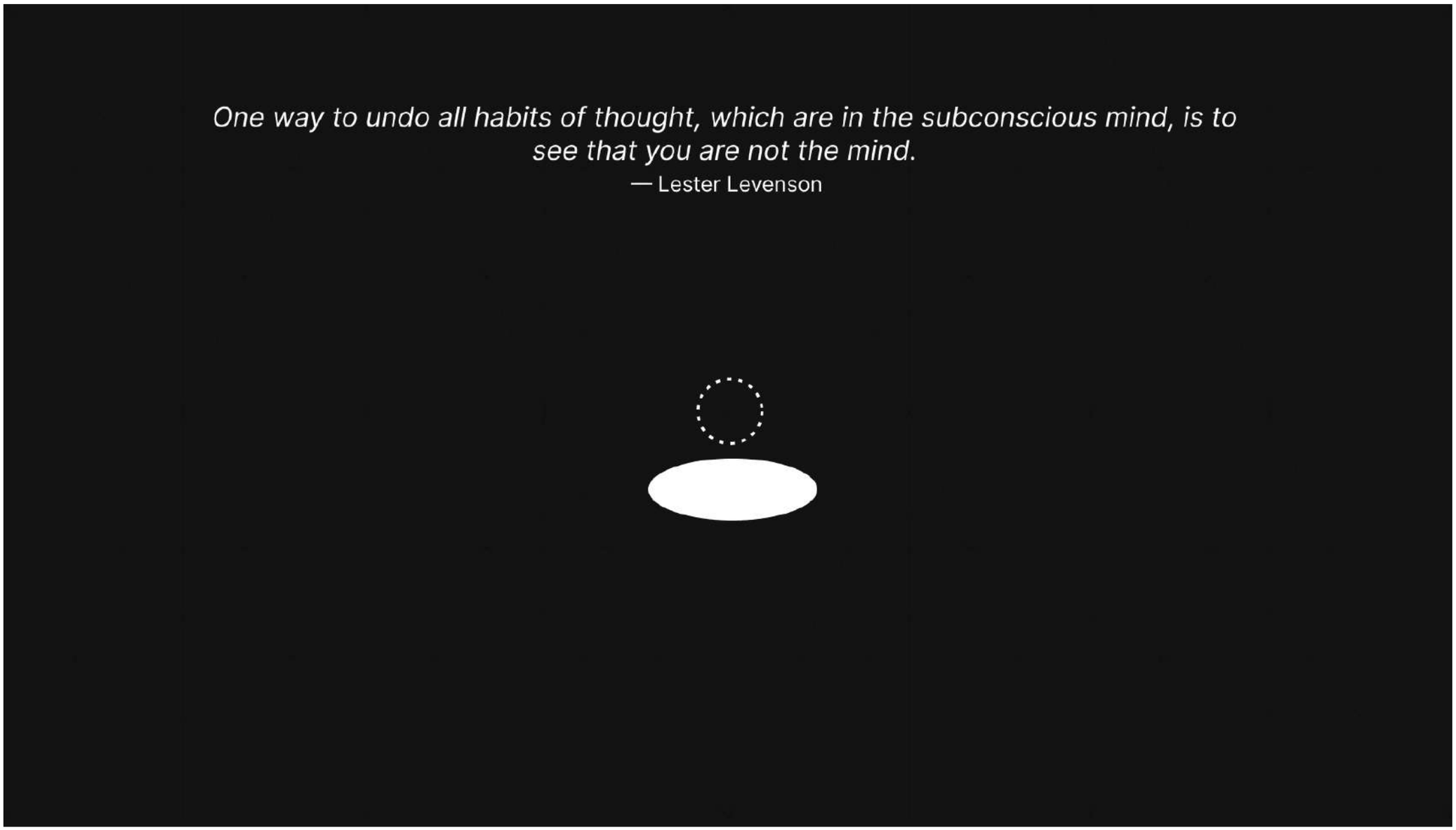

You Are Not the Mind

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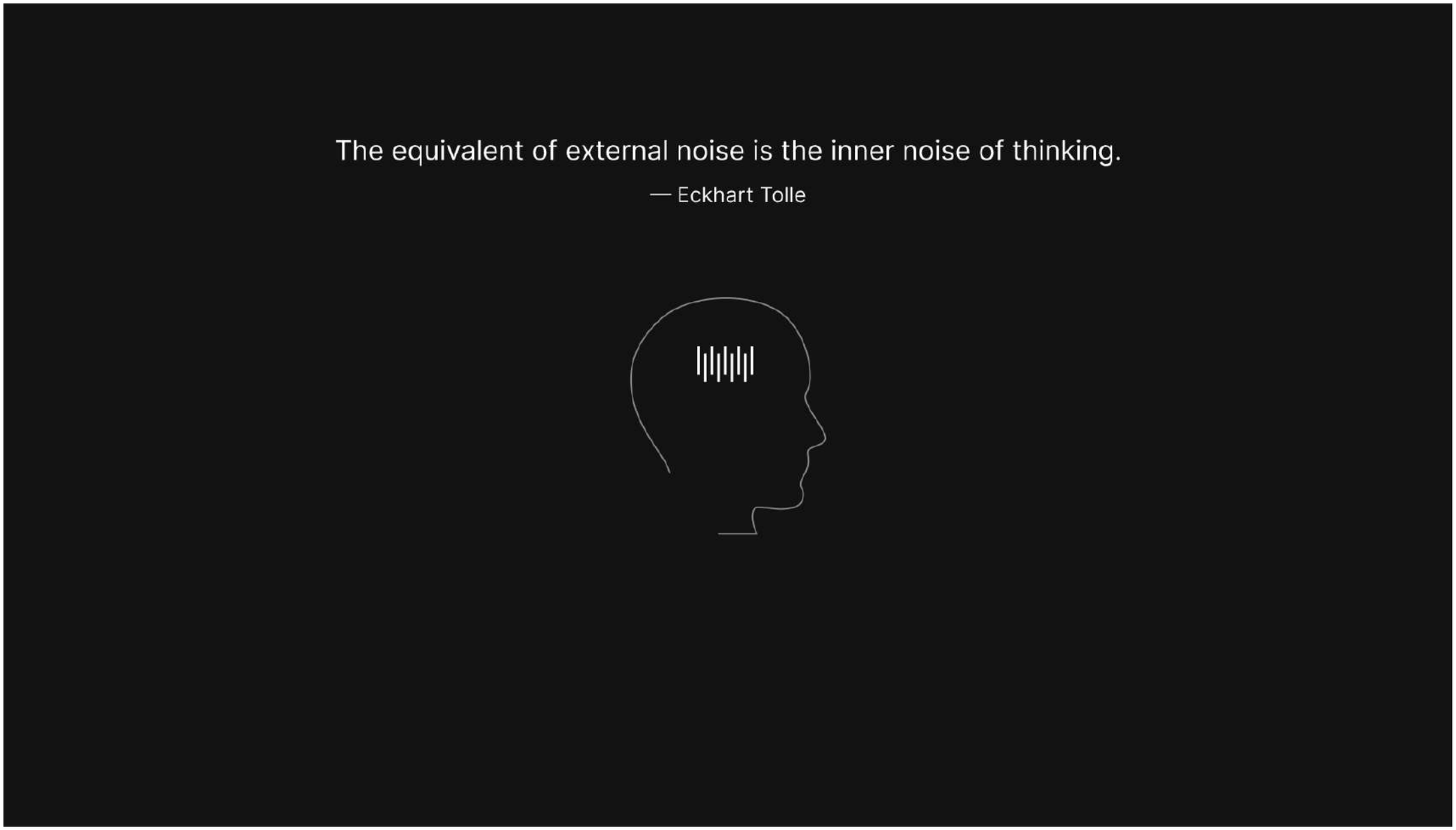

Inner Noise of Thinking

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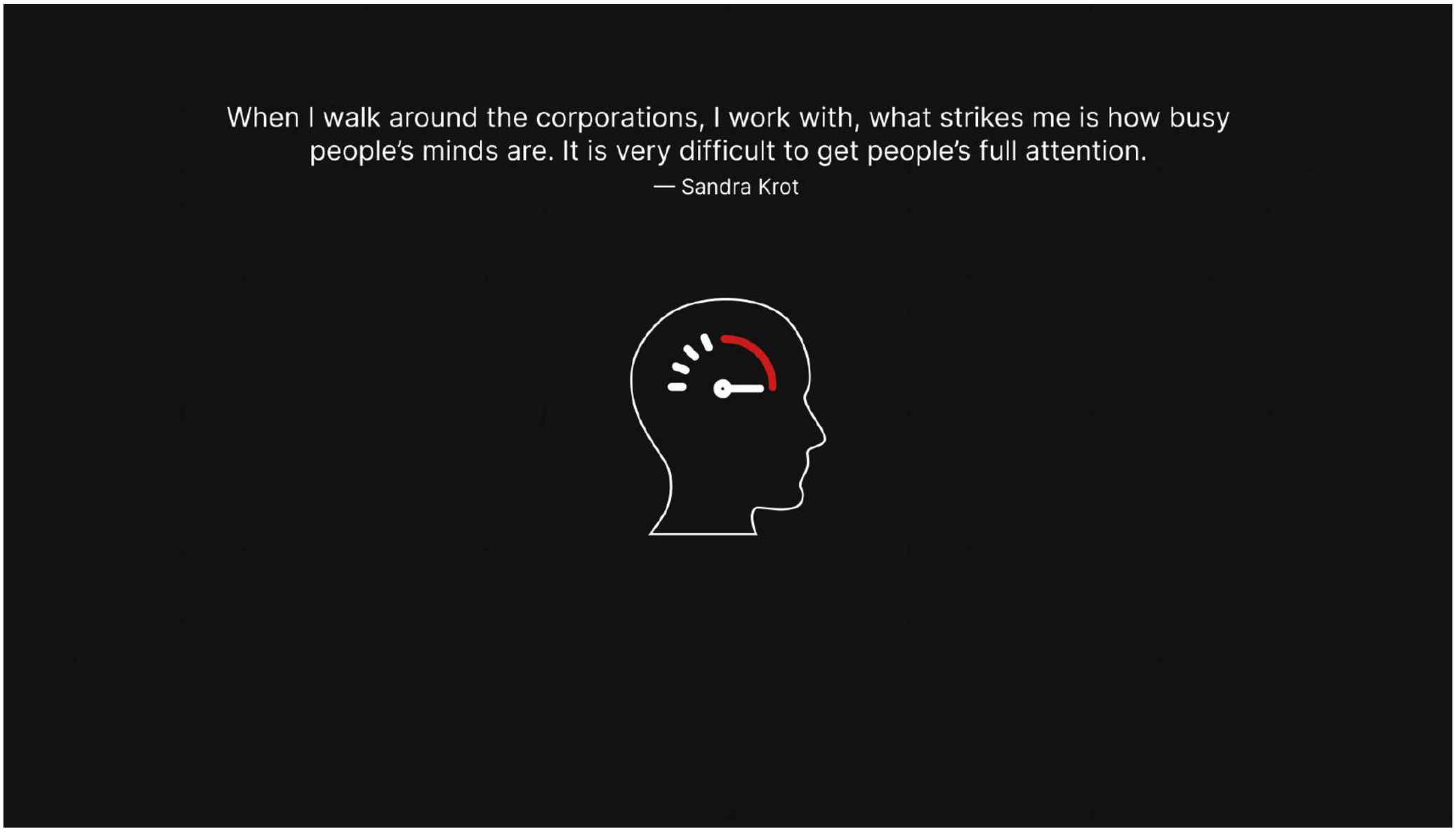

Busy Minds

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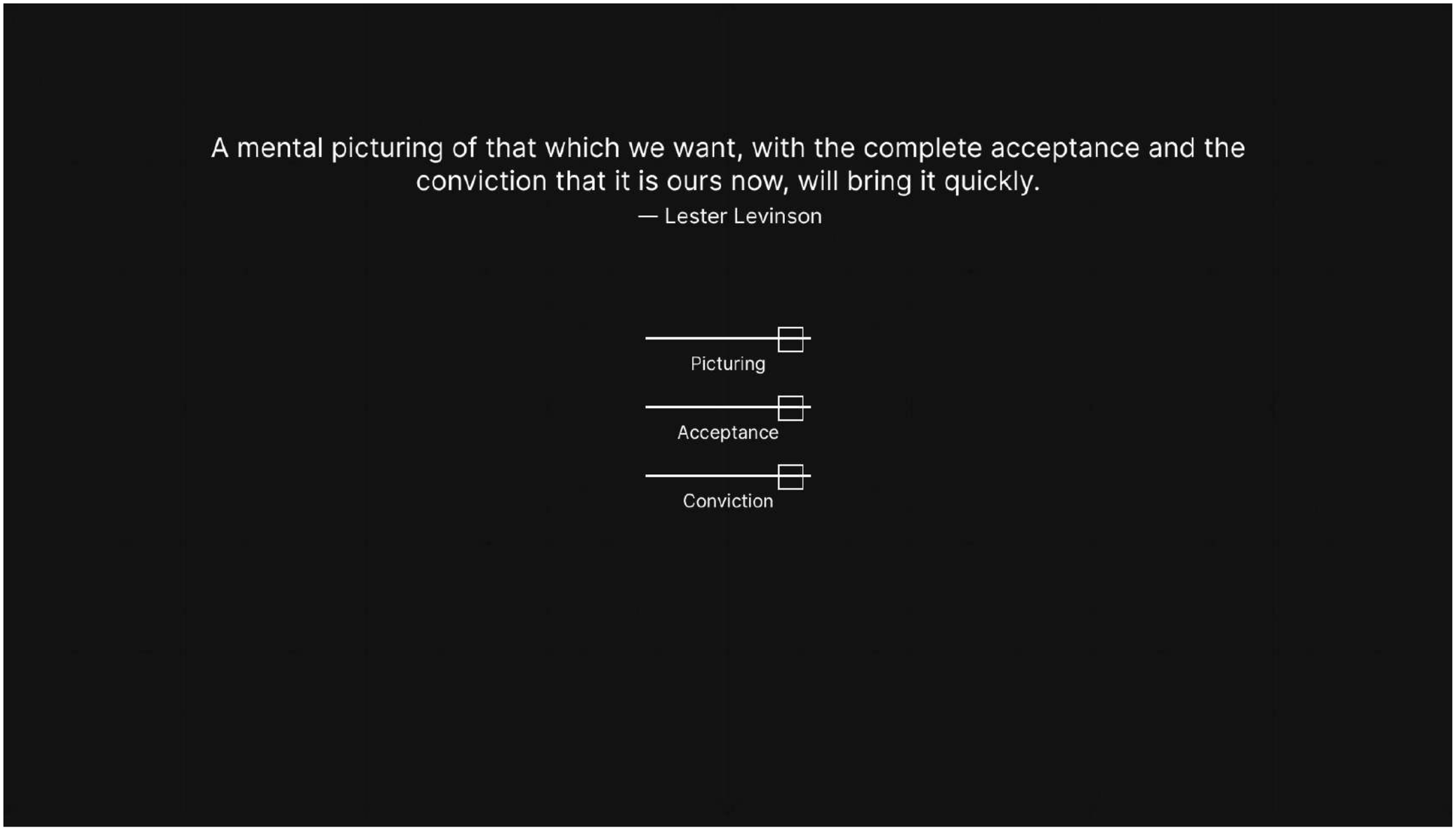

Mental Picturing

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DIALOGUE

What do we not yet see that is at play when people attempt to truly talk together?

— Peter Senge, *Dialogue*

What Do We Not Yet See

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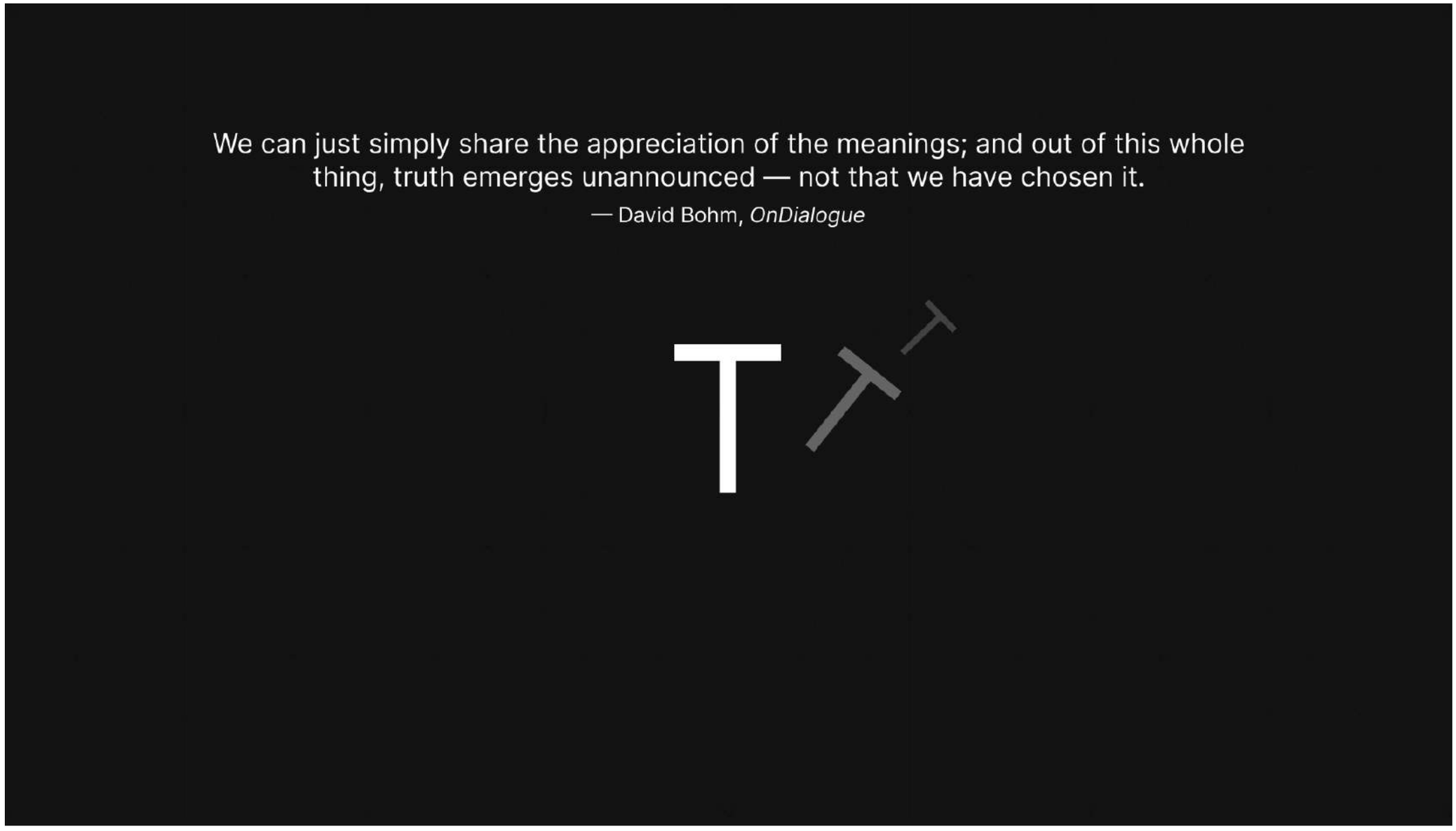

Truth Emerges Unannounced

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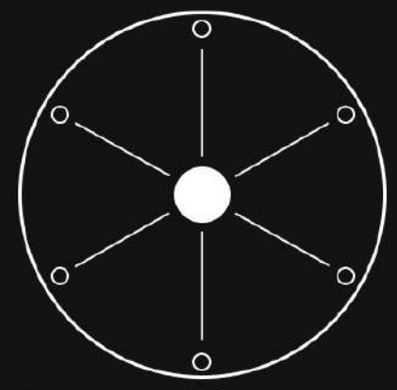
If we can see what all our opinions mean, then we are all sharing a common intent, even if we don't agree entirely. And if we can see them all, we may then creatively move in a different direction.

— David Bohm, *OnDialogue*



Sharing Common Intent

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The object of Dialogue is not to analyze things, or to win an argument, or to exchange opinions. Rather, it is to suspend your opinions and look at those opinions — to listen to everybody's opinions, to suspend them, and to see what that all means.

— David Bohm, *OnDialogue*

Suspend Your Opinions

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Most of our workplace conversations are characterized by rigid roles: by all movers, pushing past one another to champion their views; by disabled bystanders, paralyzed at not being able to bring their voice.

— Peter Senge, *Dialogue*

Conversations Characterized by Rigid Roles

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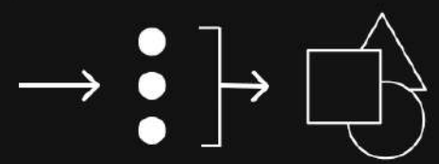
DIALOGUE

Our conversations organize the processes and structures which shape our collective futures. The nature of the aperture rests in the spirit that shapes the undertaking.

— Peter Senge, *Dialogue*



Conversations Shape Our Future

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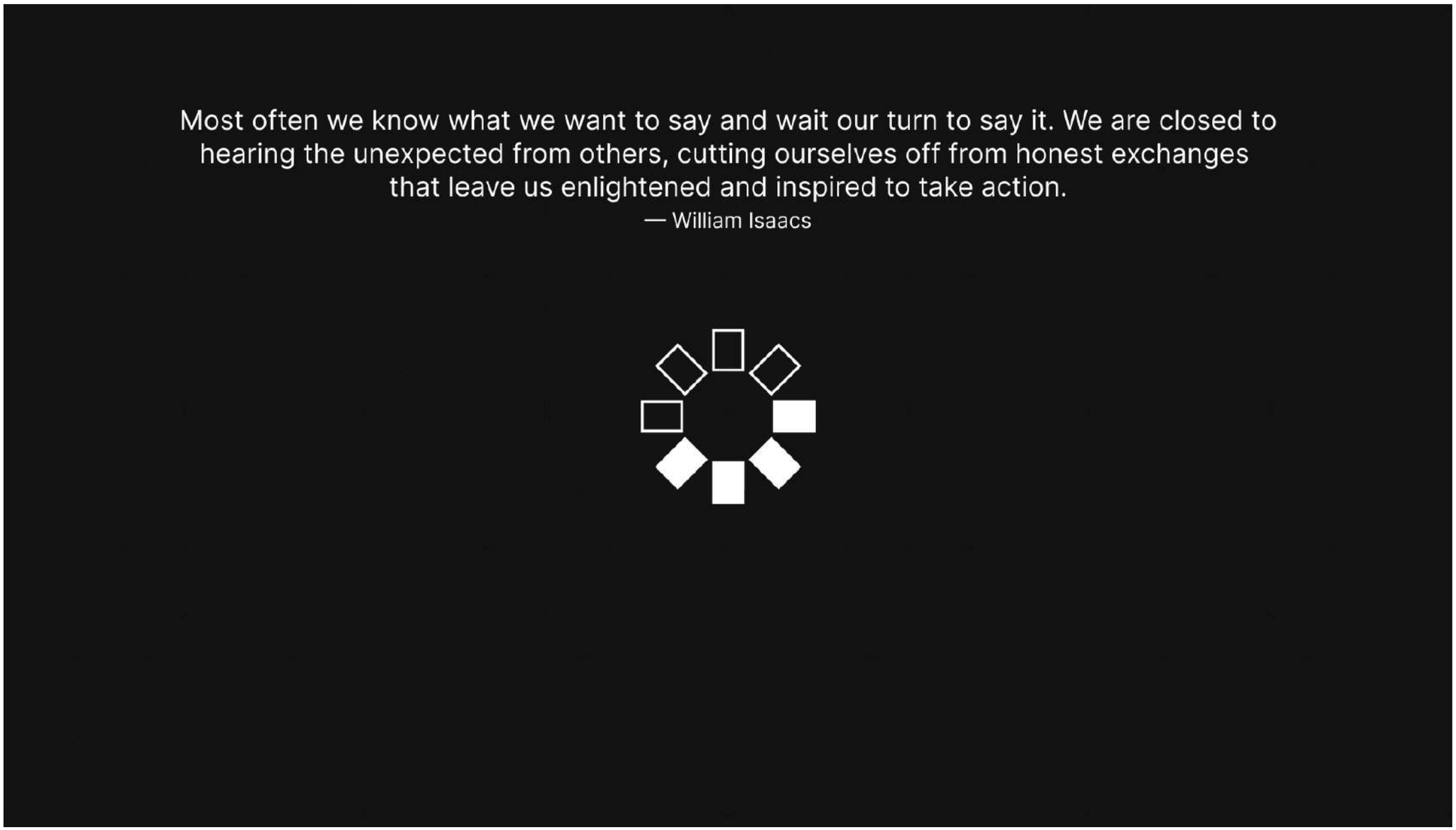

We Know What We Want to Say

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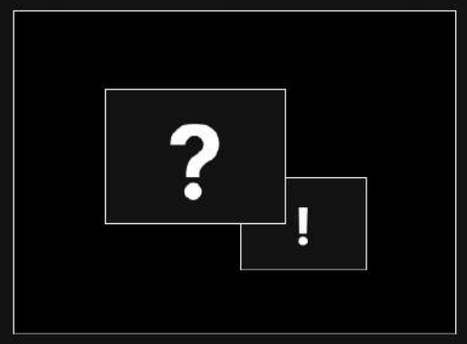
A container is a field of exchange in which possibility is the answer and the question. Not winning or losing. Not even win-win. New possibilities emerge when the questions are more important than the answers.

— William Isaacs



Possibilities Emerge When Questions Are More Important

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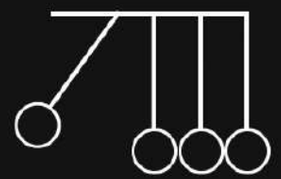
DIALOGUE

People are caught up in reflexive reactions to what they believe others said, leading to a momentary self-absorption and blindness. Dialogue involves learning to let go of these reactions, and become aware of a flow of new possibilities.

— William Isaacs



Learn to Let Go of Reactions

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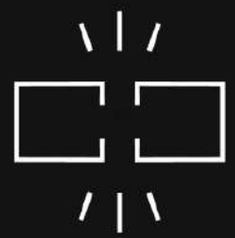
DIALOGUE

Dialogue is often the missing-link that frees people to take a quantum leap in vision and action.

— William Isaacs



A Quantum Leap in Vision and Action

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DIALOGUE

Dialogue addresses problems farther “upstream” than conventional approaches. It attempts to bring about change at the source of our thoughts and feelings, rather than at the level of results our ways of thinking produce.

— William Isaacs

Address Problems Upstream

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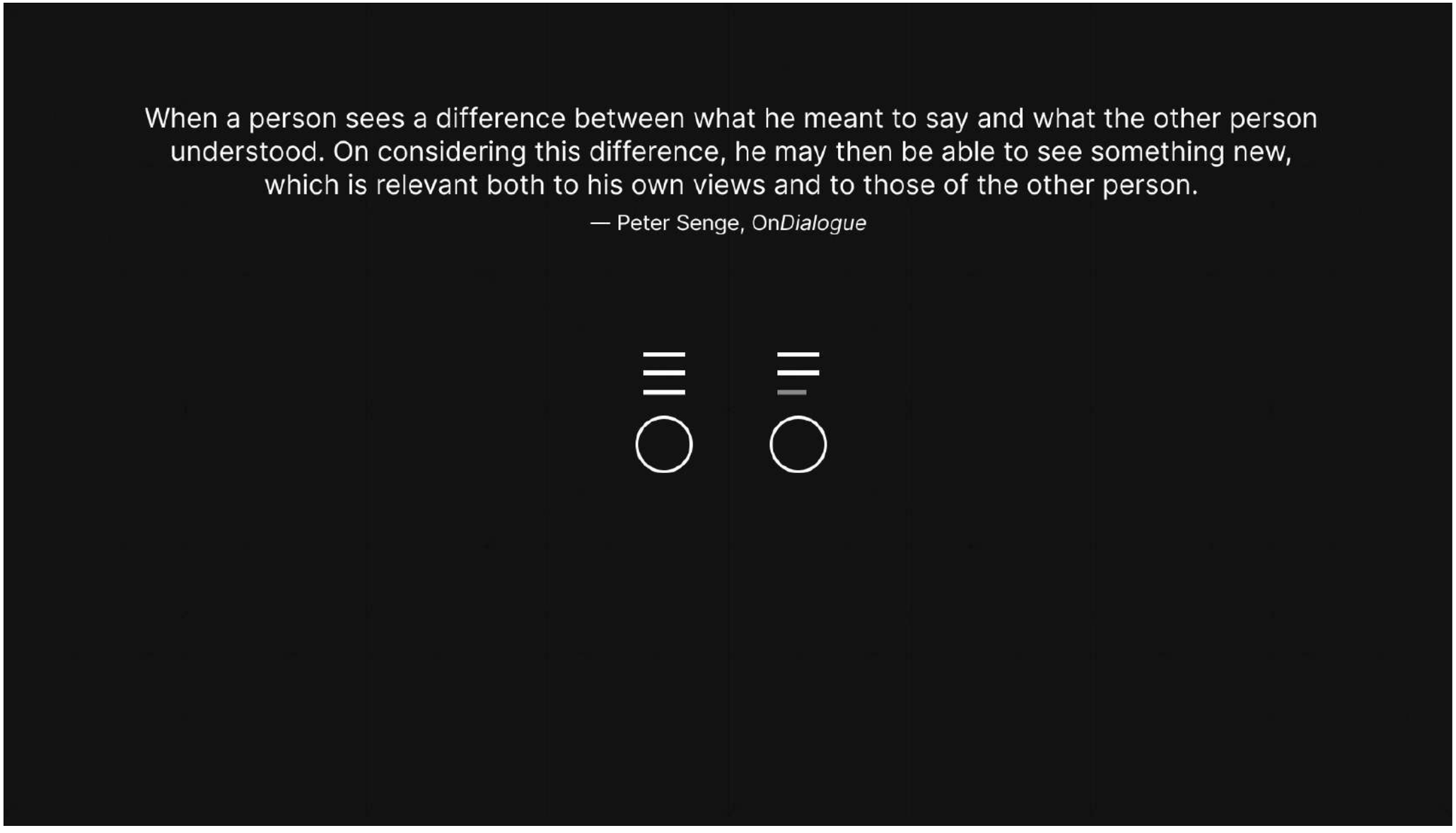

Misperception of Spoken Intent

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