

By David Emerald

October 2011

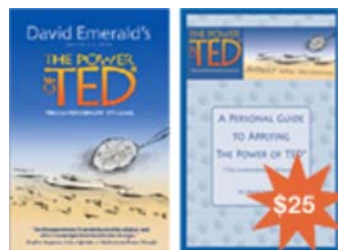
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The Path of Least Resistance

By
Robert Fritz

"Crafting Powerful Outcomes"

"There's a very simple way to understand and harness the process of creating... (it is) Dynamic Tension. The way you create any outcome in your life is to hold the vision of your deepest desires."

From the Chapter 7 ("Dynamic Tension") of
[The Power of TED*](#)

Harnessing Dynamic Tension is a powerful process of envisioning and creating outcomes - and is a process used in virtually every TED* workshop or consulting intervention.

A while back, I had the opportunity to be with a group of emerging leaders from a successful Midwestern U.S. engineering company. On the last day of their leadership program, we worked with harnessing Dynamic Tension as they planned for putting what they had learned into practice back on the job. The first step in their process of applying Dynamic Tension was to write a clear and powerful outcome statement. Once again I was reminded that this is "easier said than done."

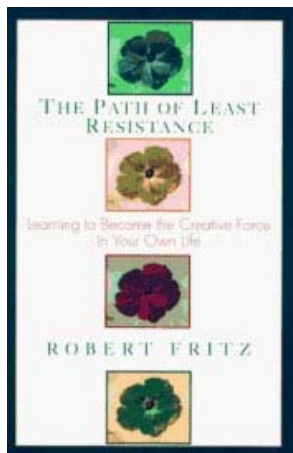
To shift toward the more resourceful TED* roles of creator, challenger and coach, it is essential to create a vision of what you want. Sometimes your vision is a little vague or unclear. That's okay. Start with where you are and begin with crafting the outcome statement you most desire.

Powerful outcome statements (whether professional or personal in focus) meet the following criteria:

- **Stated in Present Tense** - When you envision something, see it as complete, whole, finished - to the best of your ability. Some visions are clear and concrete, while others may be hazy, with only a sense of direction to guide you. The practice is to step "into" the vision and state it as if it were already here.

For instance, the outcome statement for this newsletter is: "This month's TED* Letter is complete, succinct, inspiring and helpful to readers." I have written it in present tense, even though it is not yet complete (I am only into the first bullet point here!).

- **Is Affirmative** - Creators focus on moving toward what they *do want*, rather than resolving or getting away from what they *don't want*. While a problem may serve as the catalyst for creating a solution, it is the solution/outcome itself that becomes the focus. When you face a problem, it is important to identify what it is that the problem is inhibiting you from having, doing or being. Focus



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"I heard about TED* through a colleague of mine. I immediately bought the book and fell in love with it... it truly was an 'epiphany' for me. I was raised in the victim cycle and very much of my family still resides in it. My personal vision is to break this cycle for my children. TED* has given me hope to creating a better future!"

M.S. via email

"I read your book as part of my continued training as a collaborative attorney... The 'lessons' in TED* are helpful to me not only to recognize issues about my clients, but it also helps me be present for the participants in a much different way. Thanks for your inspiration."

K.S. via Email

"I LOVE this book!!!! It is essentially a tiny tool box packed with incredibly powerful and effective tools for handling challenging situations and people. All of this presented in a most engaging, easy-to-understand-and-apply format."

P.M. via Facebook

"I found *The Power of TED** a year or 2 ago when I was trying to get off the Drama Triangle. I thought if I refreshed my knowledge of it, I could figure out what I needed to do to get off it. So I did a Google search. In addition to finding information about the Drama Triangle, TED came up in the search. To quote Robert Frost, 'And that...and that has made all the difference.' My life has changed significantly. Thank you."

on what you desire and go after that. Often this necessitates reframing the problem into an outcome. By creating the outcome, the problem will be resolved. (More on this idea is in the "Putting it into Practice" section below.)

This is where many of the leaders of the engineering company struggled the most. One started with "I will stop doing it all myself" and another wrote "we will reduce the number of safety violations in the plant." Eventually, the first person reframed their outcome as, "I am effectively delegating tasks and projects to my staff," while the second envisioned "We have a culture of safety in our organization."

• **Answers the Question: "When I create it, how will I know it?"**

- As you allow yourself to revel for a few minutes in the "present tense reality" of your envisioned outcome, fine-tune it. What qualities and/or characteristics would you use to describe what you see and experience in your vision? What might be the "success criteria" by which you would be able to declare, "The outcome is complete"?

The person who focused on delegating saw being with their family all weekend long (rather than her pattern of going to the office for a few hours on Saturday) and feeling excited about new projects (rather than the weight she felt added when something new emerged). Evidence of a "safety culture" included "employees are making suggestions on preventive safety ideas" and "other plants are benchmarking our practices because of our exemplary safety record."

Following these guidelines can lead to crafting powerful outcomes.

Powerful outcome statements crystallize and focus action planning in the creating process.

Putting it Into Practice: Problem Reframing

Problems are often a catalyst for creating outcomes and solutions.

Merely working to eliminate or resolve the problem often leads to quick fixes or reactive responses that are difficult to sustain over time. A useful technique is the Problem Reframe:

1. First, **identify a problem that currently faces you**. It may be personal or professional - or both. Write the problem down.
2. **Now ask: "What is it that I really want?"** Here's the catch, the answer cannot be "to solve the problem." If the answer is not quick in coming, imagine that somehow the problem was magically solved in an instant. What would the disappearance of the problem allow you to have, do, or be? By answering that question, you will have the beginning clues to what the vision is that the problem stands in the way of.
3. Then, **write a powerful outcome statement** using the criteria above.

Perhaps this example will help: A few years ago my wife and I were working with a group of community leaders in a major metropolitan area.

C.K. via email

"I feel compelled today to tell you how much these messages inspire me...

Your messages through the TED* Letter, as well as *The Power of TED** book, which I have read many times, have kept me focused on a Creator mindset, rather than succumbing to victimhood. I have armed myself with the principles you have set out in your book, and these have helped me through many tough medical tests, etc. Through everything, I have continued to live and enjoy the beauty of life without allowing my circumstances to persecute me. Thank you for being such an inspiration!"

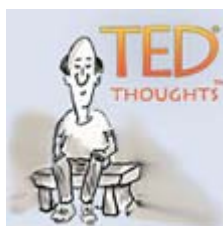
S.D. via email

"Yesterday morning, I sat down to start your book, *The Power of TED**...and didn't put it down until I completed it.

It's been a long time since I've done that...if ever... I found myself rereading it last night and this morning, reviewing the terms and acronyms and want you to know that I am grasping on to points of light that I have discovered in moving towards attaining the perspective of the 'Creator.' It's not going to be easy sledding, but I just want you to know that your work has provided me a perspective that I hadn't held. We'll see how it goes. Thank you and take good care."

M.G. via Email


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One of the participants was a member of the school board for their unified school district. Their problem was the student dropout rate. "We have got to reduce the dropout rate," was her problem statement. As she shared it with the group, you could see the weight of the issue reflected in her slumped shoulders, her downward gaze and hear it in the tone of her voice.

After reframing the problem, she declared the outcome that, in her vision, "We have a school system that engages students who see it as relevant to them in preparing for college and/or their work lives." As she spoke, she stood erect, her eyes sparkled and she smiled as she further remarked, "In creating this, the dropout rate will cease to be a problem!" She then created an action plan and identified the baby steps for moving toward her passionately stated outcome.

Are you wanting to take a "deeper dive" into TED* - in an amazingly reflective environment?

November 27th - December 2nd at Esalen (Big Sur, California): The Empowerment Dynamic: An Integral Experiential Exploration

- David Emerald and Bert Parlee, PhD facilitate a deep, deep dive into TED* in a most amazing venue. For more information:

<http://www.powerofted.com/assets/pdfs/TED-Esalen-Flyer.pdf> or to register, go directly to the Esalen website: <http://webapp.esalen.org/workshops/10293>

The spread of TED* continues! If you would like to sponsor a TED* workshop in your community, **contact us.**

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To the Creator in you!

David Emerald

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"Thank you for writing this wonderful book! My copy is getting quite dog-eared from reading and re-reading it."

H.R. via email

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