



A Seminar by Dani Lemberger

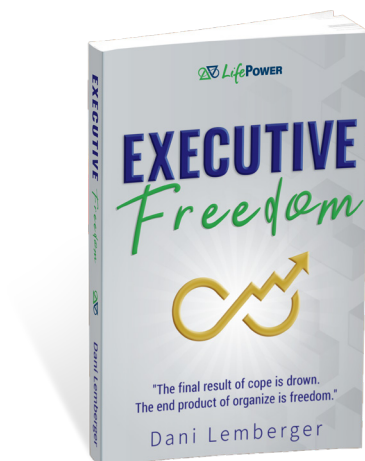
Basics of Life

Part B

Your GROUP'S PROSPERITY



Based on: Executive Freedom



Prague, 17-18 March, 2023

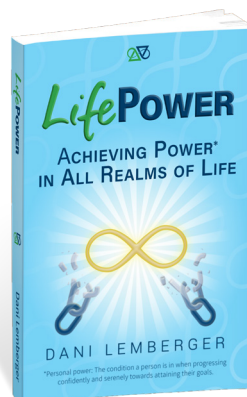
– Section 1 –

The Three Components of an Organization

Valuable Final Product

Production is the basis of morale!

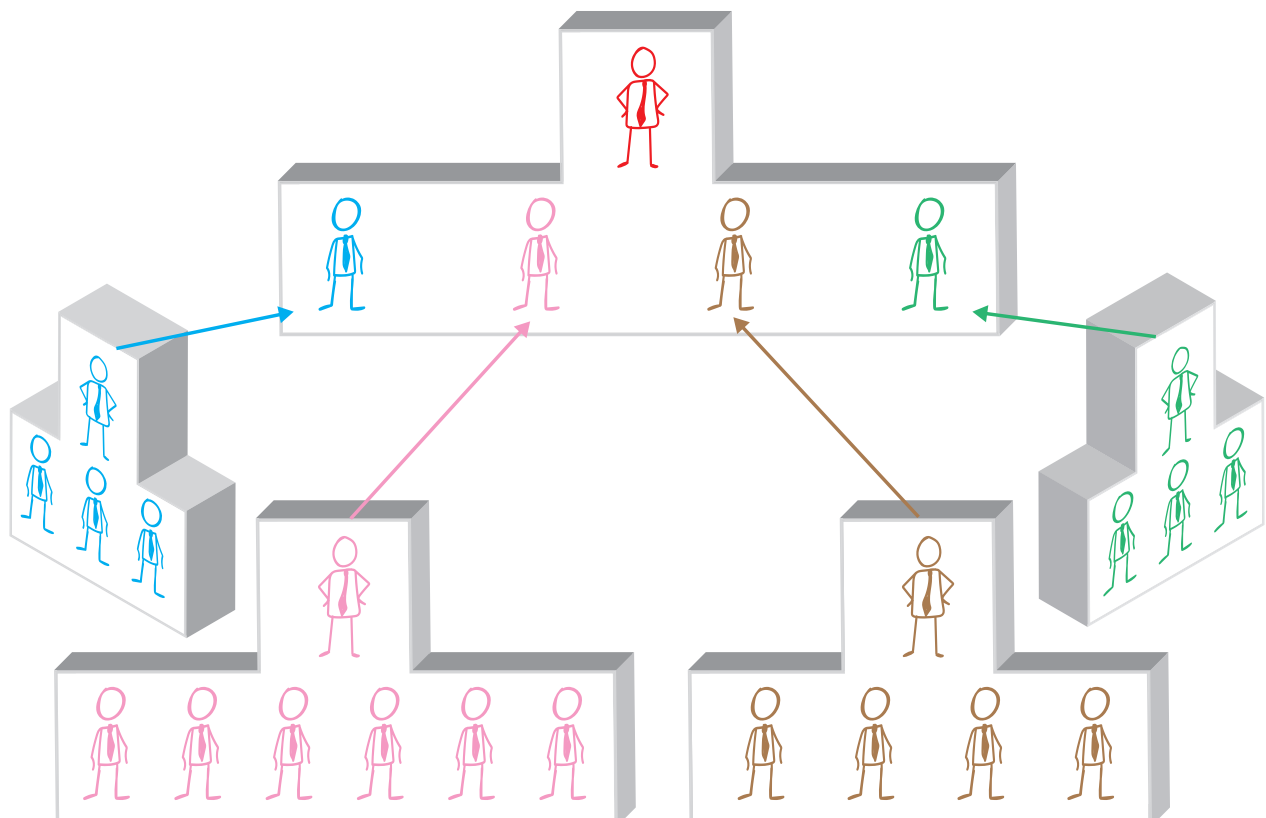
An individual must create a product of which they are proud, which others are eager to receive, and for which they are entitled to **exchange** in the form of money or support.



Spirit - the Goal Maker

Every product comes into being from somebody's bright **idea**. The originator of the bright idea establishes an organization as a vehicle for realizing their vision. This person we call the org's '*Spirit*', '*Source*', '*Founder*' or "**Goal Maker**". As the organization grows and more people join, the founder is still its source. If this organization is to continue to exist, it must always have new distant goals to guide its course. Who dreams up the goals? the '**Goal Maker**'. A group that creates wealth and welfare for society will prosper for many years.

An organization is a group of individuals working together. They share a common goal, based on agreement, and are connected to each other by communication lines.



Mind - Data Storage for Decision Making

How can a person or corporation produce today if they have no idea what was designed and manufactured yesterday? How will a corporation market tomorrow, without the data provided by today's survey? How will an executive make wise investments without analyzing global financial trends?

An org builds up huge databases – engineering, design, manufacturing, personnel, and financial accounting. A great part of the org's manpower is dedicated to collecting data, sorting it, filing, storing, and retrieving as required.

Most of the activity we know as 'management' or 'administration' is actually '**Data Processing**' - the handling of the org's mind.

Body - Getting Work Done

Work always consists of **motion** in the physical universe. Work takes time and requires communication. It is visible activity in the real world.

The doing of work is the '**Body**' of the org which results in a **Valuable Final Product**

The Essence of Managing

A creative and industrious entrepreneur constantly moves 'up and down': Being the dreamer one moment, then planning and analyzing data, finally **turning the dream, well-planned, into reality.**

To be successful in your strivings, you must be all three:

1. Visionary goal-making spirit,
2. Careful and accurate planner, and
3. Hard-working body.

The group is led by its Goal Maker who appoints and supervises its management. Management plans the achievement of the group's goals and guides its members to ensure lasting prosperity

– Section 2 –

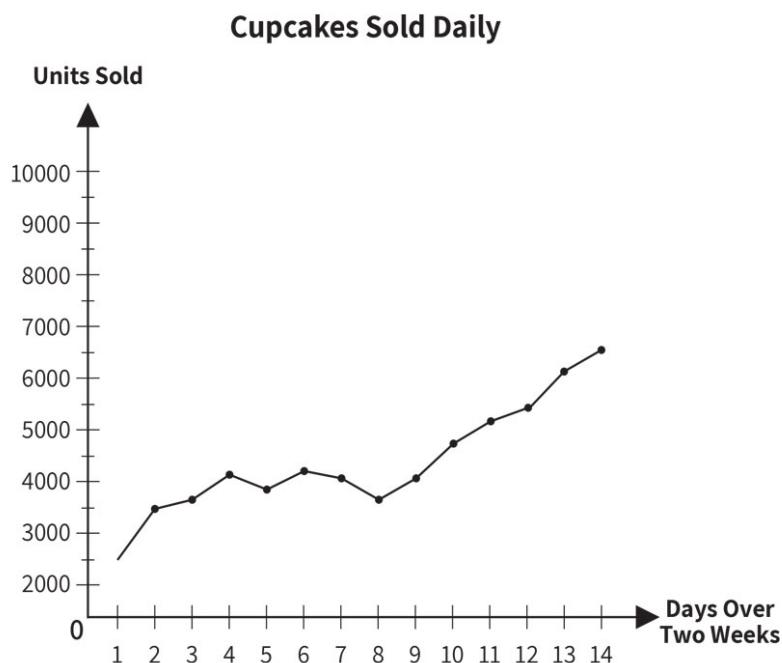
Measuring Progress

Statistics

The measuring of progress or change over time is a branch of mathematics called '**Statistics**'. In business, statistics usually track the relationship between two variables that indicate the success of that enterprise.

Graphs

A graph is a visual representation of a statistic. It has two axes - the vertical axis shows quantities of our product. The horizontal axis typically shows time. We are following variations over time in sales, or volume of production, or number of clients, or participants in our seminar, or followers on Instagram, or anything that is important to us in any area of life.



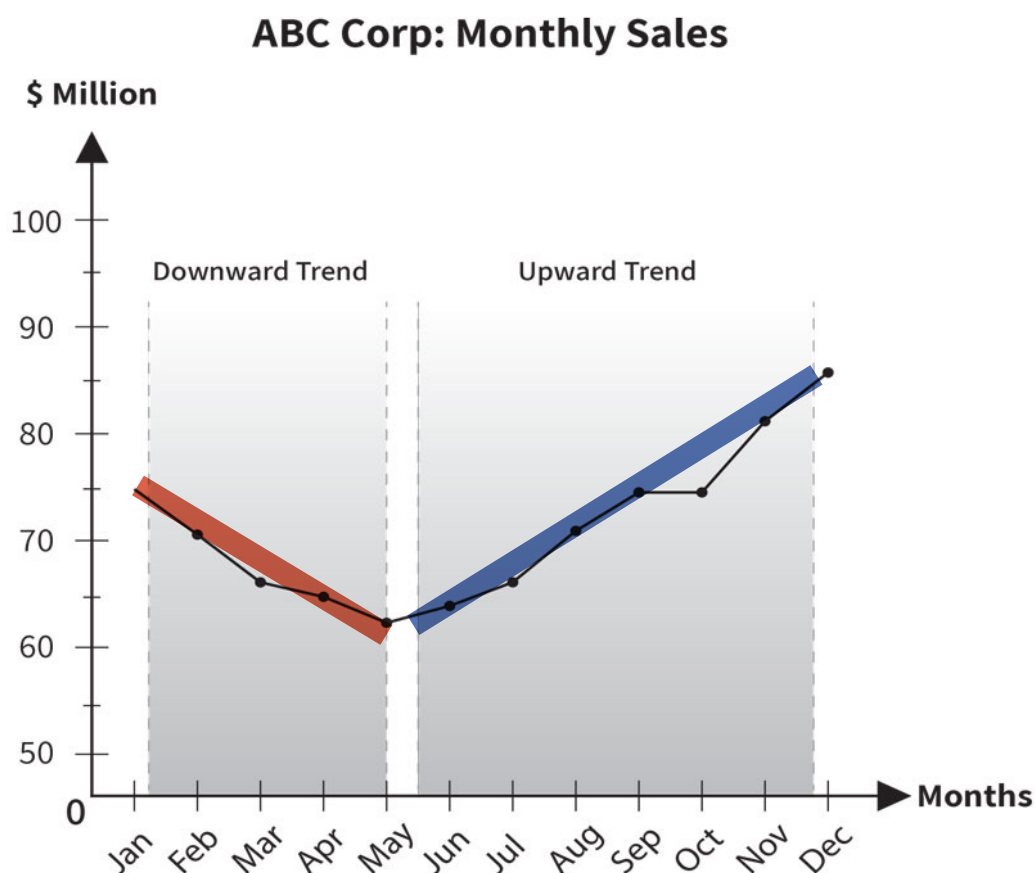
Trends

The overall direction of the statistic over time we call '**Trend**'. It is the **general movement** of a phenomenon we are tracking. For a business, a key stat is monthly sales, plotted over a year or longer. We join the dots and have a line that is going up or down.

There are only two trends: The statistic is going up or it is declining.

A **downwards** trend means our survival is in decline and we must take action to reverse the trend – have it rise again.

A 'good' trend is going **upwards**, and we want to push it even higher.



– Section 3 –

The Operating Conditions

The **Operating Conditions** constantly monitor our activities. Like laws of nature, they are always true. The conditions indicate the **State of Survival** we are in, and there is a **formula** related to each state.

If an organization, or an individual, knows these operating conditions and **applies the formulas** strictly, it would never get into much trouble.

In all areas - personal life, operation of a job, organization, or one's family – survival is monitored by the Operating Conditions. The **Operating Conditions are established based on statistical trends**. There are two groups of operating conditions:

The 'positive', or '**favorable**' conditions when one is surviving well and having a productive contribution to society.

The 'negative' or '**undesirable**' operating conditions are situations where a person is causing more damage than doing good.

The Six Favorable Operating Conditions

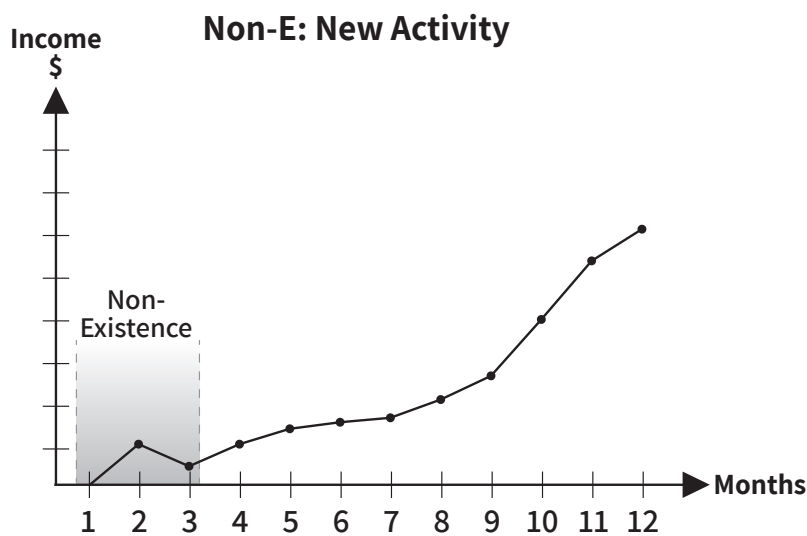
The Operating Conditions are assigned by **observing the trend** of the statistic we are analyzing. The '**favorable**' Operating Conditions are:

- ▶ Non-Existence
- ▶ Danger
- ▶ Emergency
- ▶ Normal
- ▶ Affluence
- ▶ Power

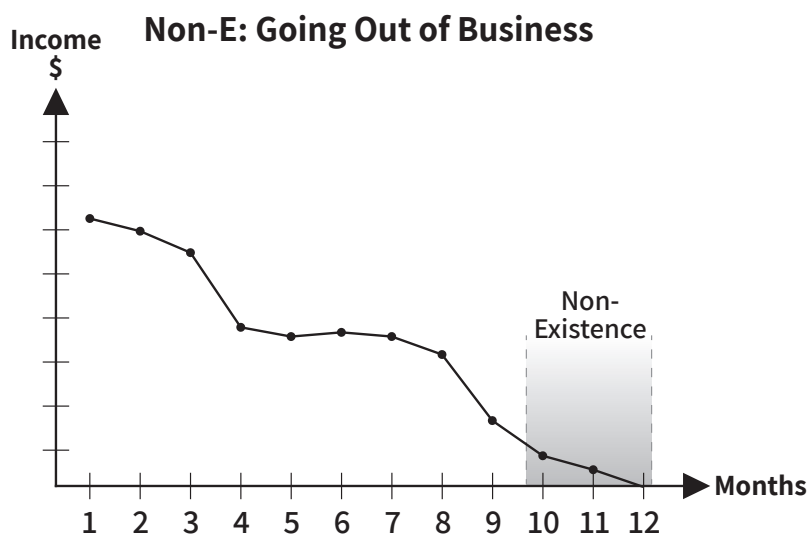
Condition of Non-Existence

There are two circumstances of Non-Existence ('Non-E'):

- A. You are embarking on a brand-new activity, just starting, so there is no measurable stat yet. Or, a person is a new appointee and is not yet producing on their position. Or, you meet someone the first time and are beginning a new relationship.



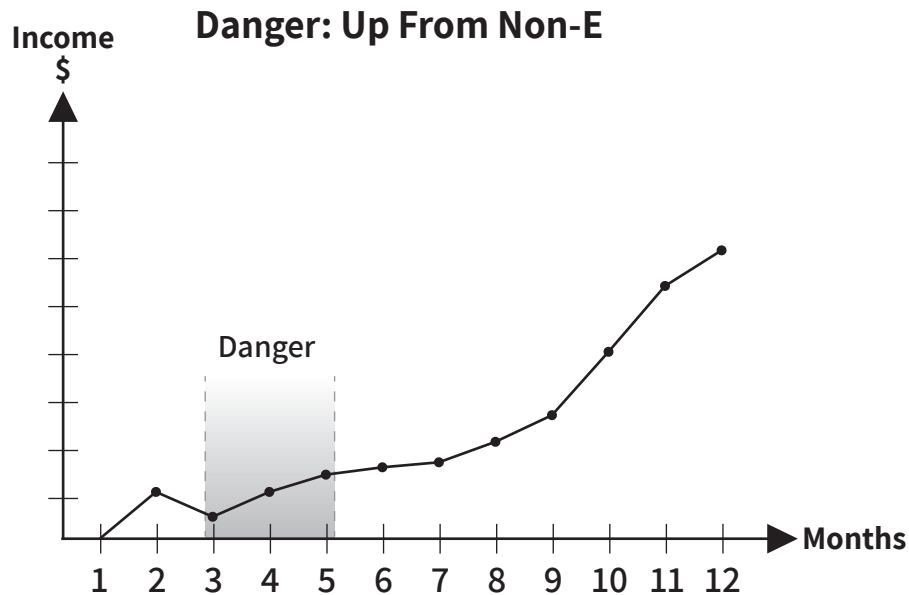
- B. Non-E could also be the sad event of a business that existed, has gone bust and no longer exists. Or, the condition of a person after being dismissed from their post - they no longer exist there. Or, a relationship you've enjoyed a long time has soured and you cease to be friends.



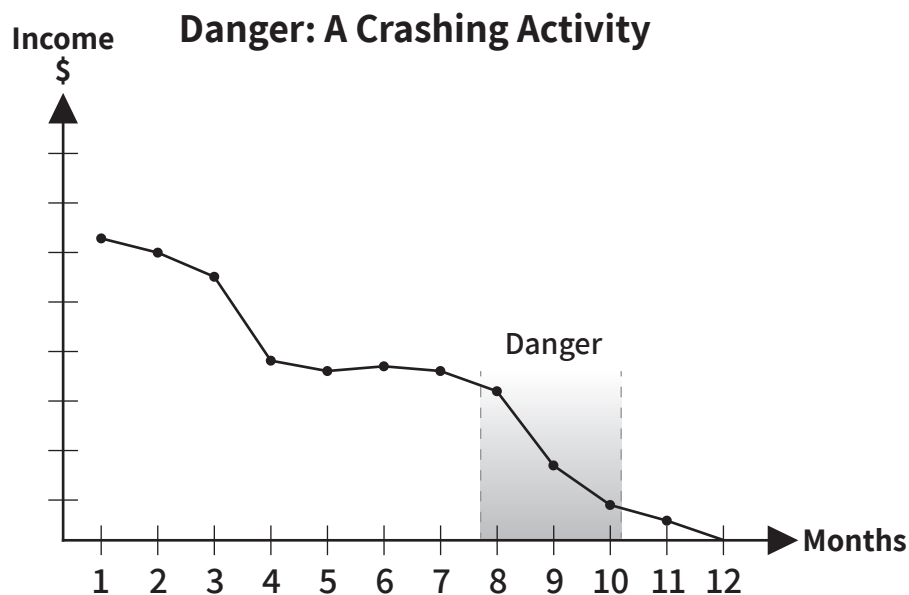
Danger Condition

Danger too has two situations:

A. Just rising from Non-Existence upwards.



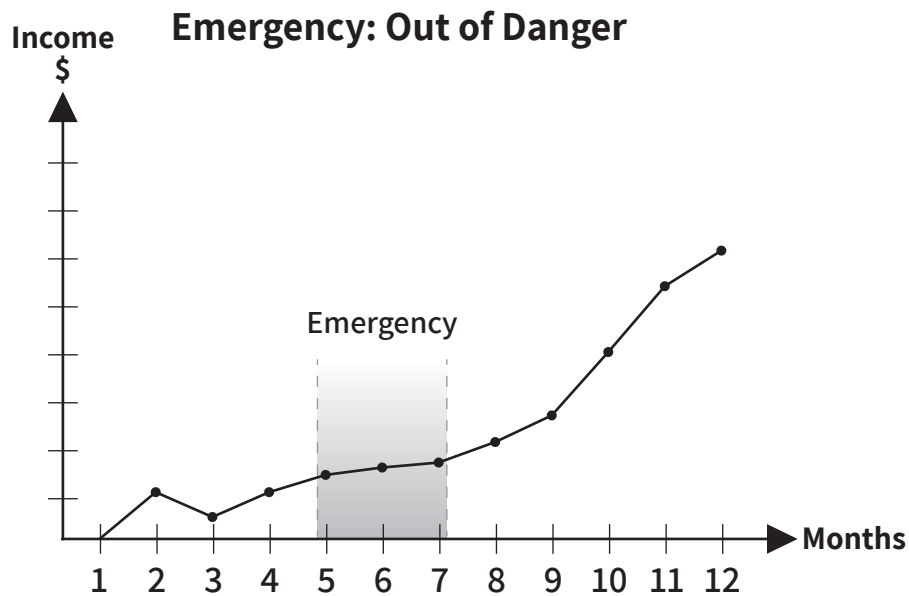
B. A failing activity crashing to a lower state; in danger of vanishing into Non-E.



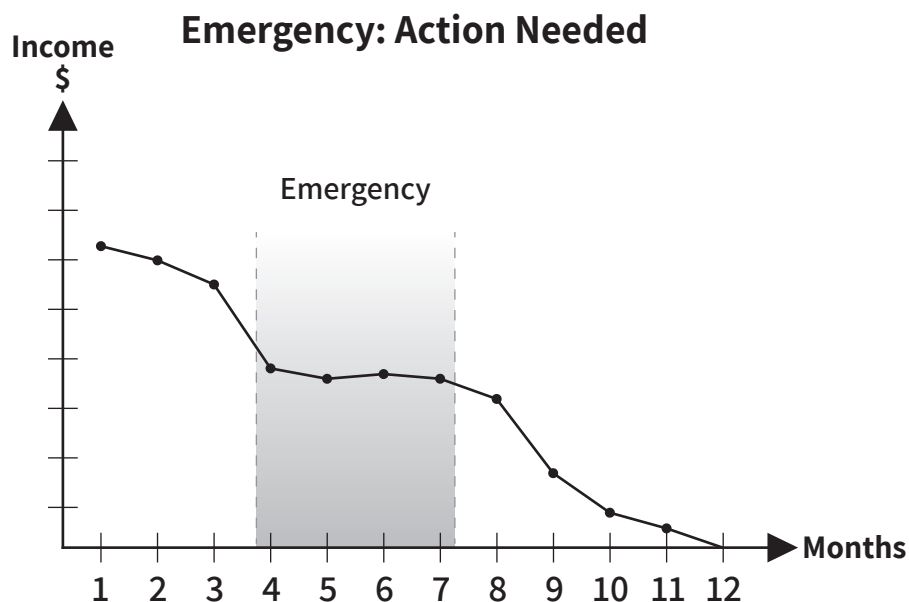
Emergency Condition

There are also two cases of Emergency:

A. Moving out of Danger and slowly rising.

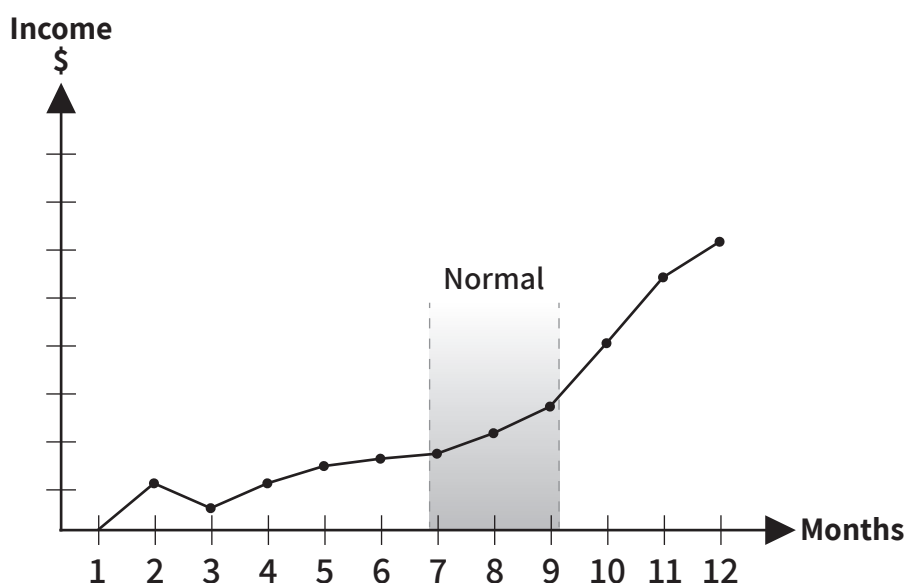


B. The stats of the activity are flat, with no increase in output over some time.



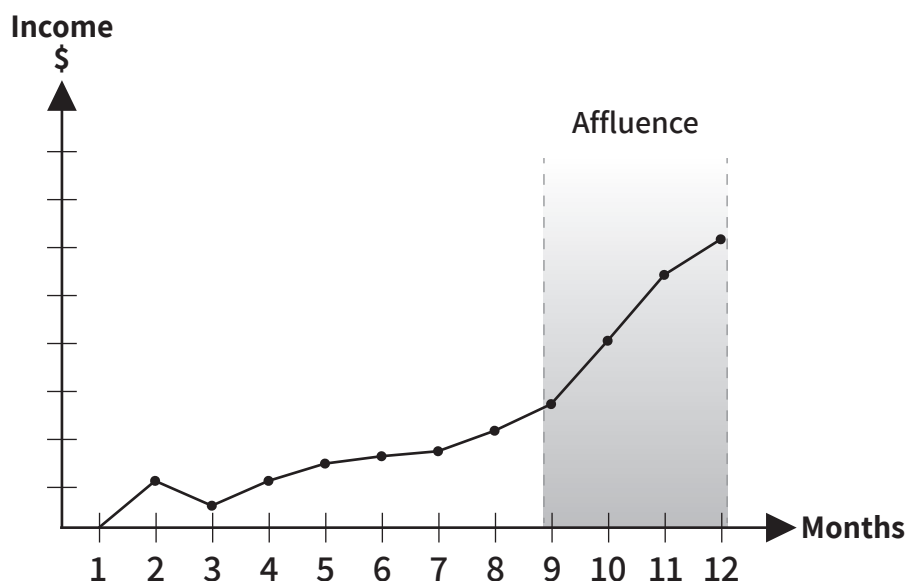
Normal Operating Condition

Activity is in good operating condition, meeting expectations, steadily expanding.



Condition of Affluence

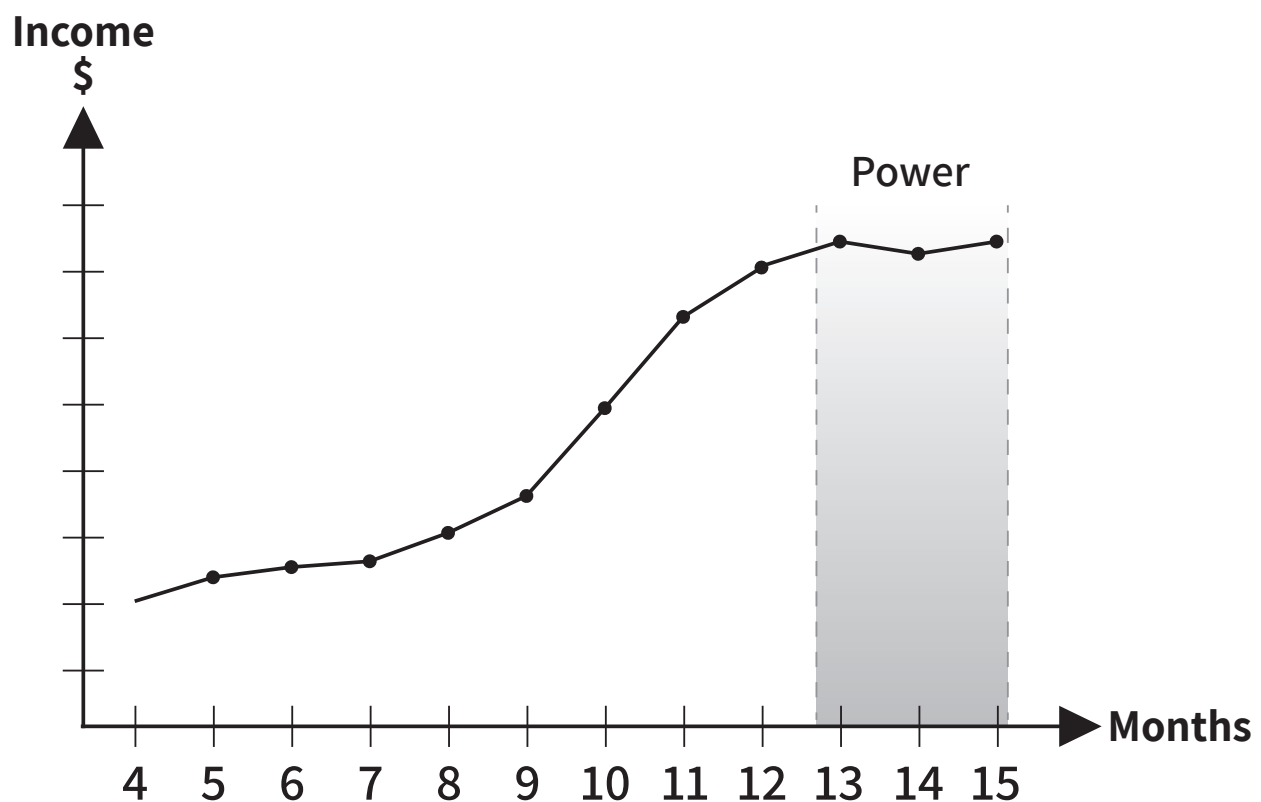
Rapid rise or a sudden peak of success.



Power

You have made it! The Affluence attained earlier has been stabilized in a **high Normal Condition**; nothing can topple you from this state.

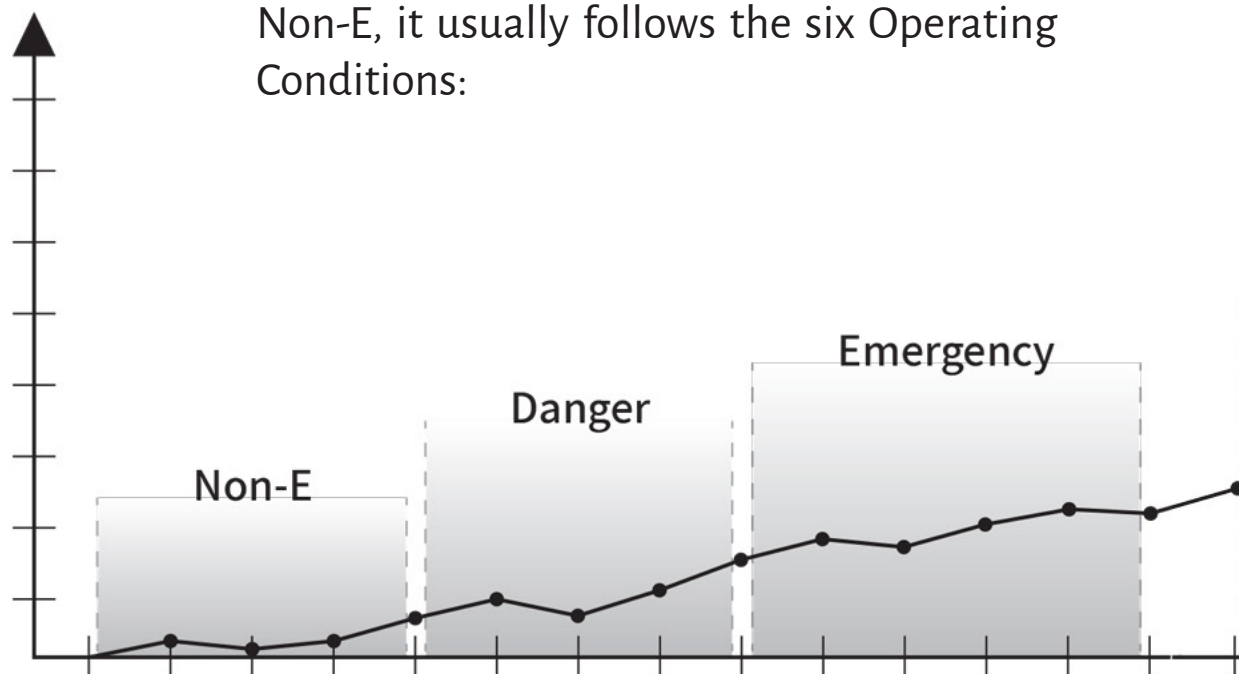
When in Power, you enjoy **freedom and certainty** - whether you are the corporate Chief Executive Officer or the person joyfully sweeping the floor!



Activity Expanding

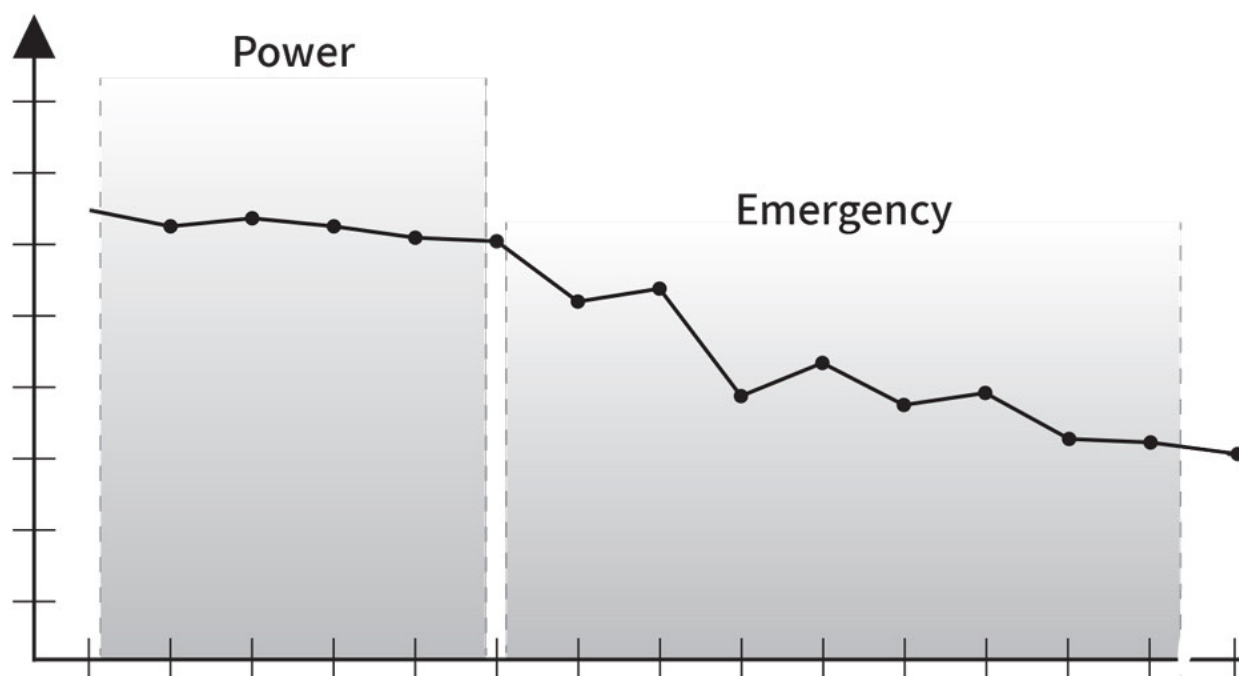
Quantity

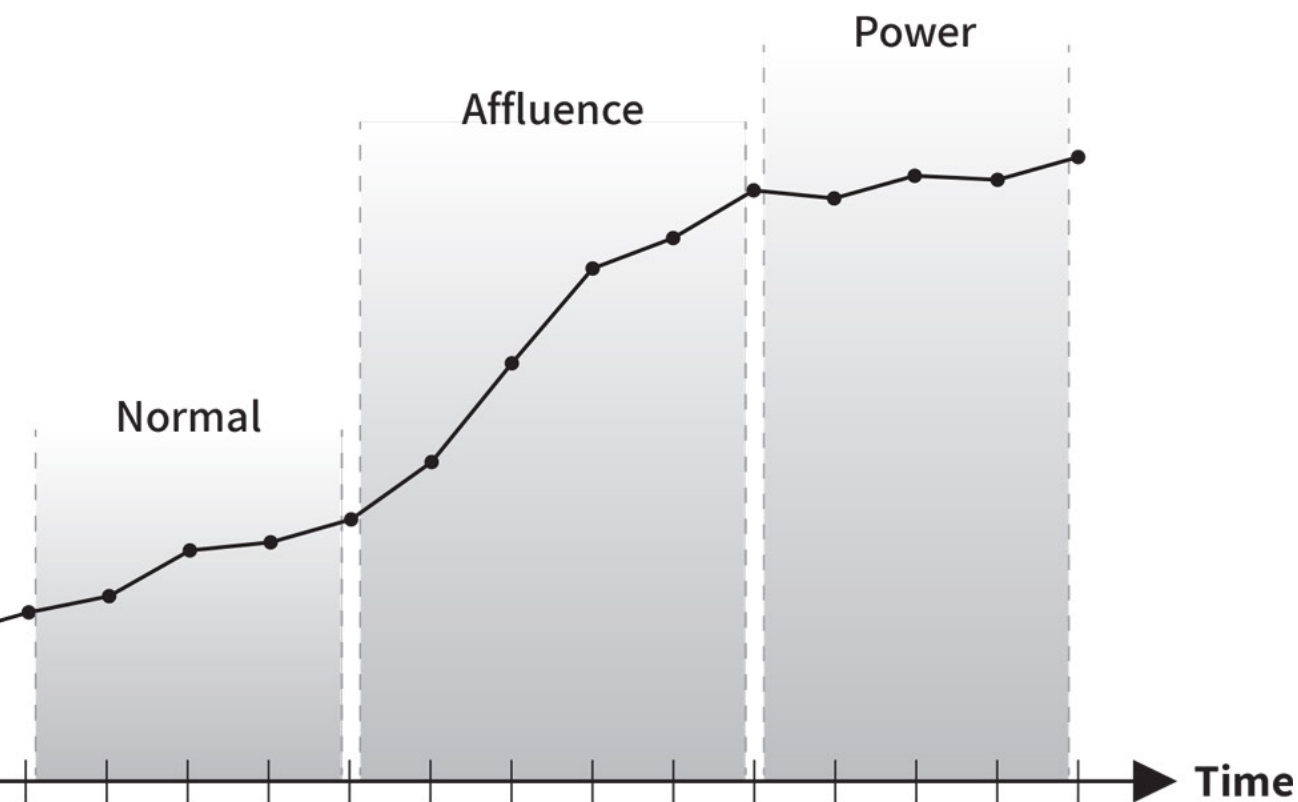
When the activity rises steadily from Non-E, it usually follows the six Operating Conditions:



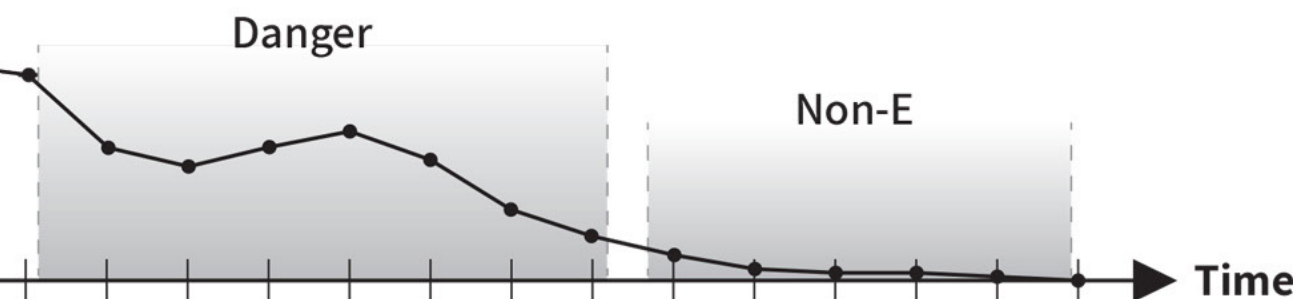
Activity Declining

Quantity





In the sad event of an activity failing, it would typically follow these Operating Conditions, which unhandled on time results in Non-E:



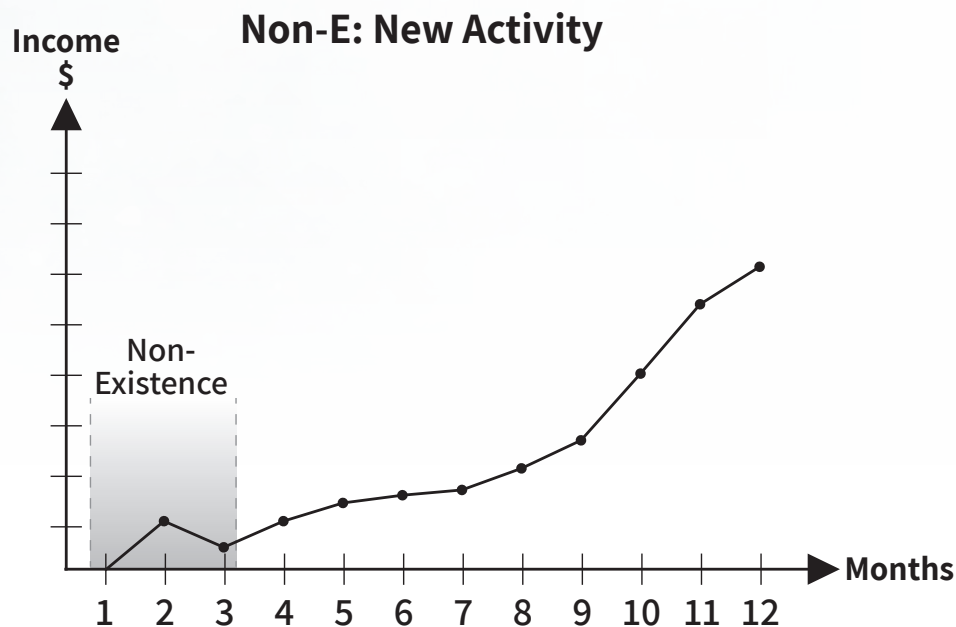
– Section 4 –

The Formulas of the Operating Conditions

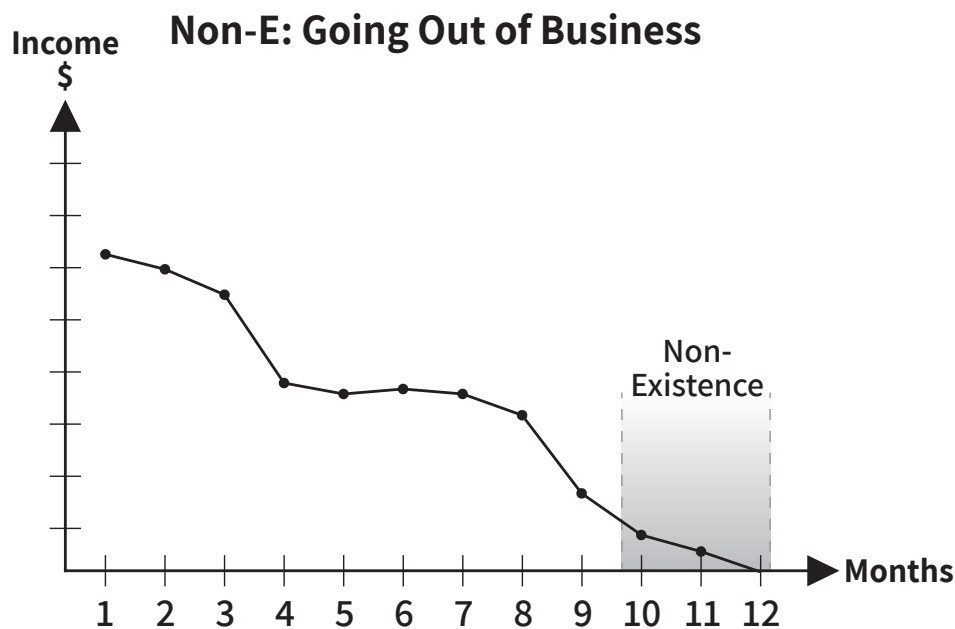
Non-Existence Formula

Non-Existence has two circumstances:

A. The person new on post or opening a new business.



B. An existing activity declining over time and dropping into Non-E.



Thus, the formula for Non-Existence is:

1. Find a communication line

Go out and say hello to people, find people to talk to, find potential clients, contact people who may be interested in your new venture or could support you.

2. Make yourself known

Tell them what you do. People will smile at you and welcome you on your new post or the new venture. Handle any objections you encounter.

3. Discover what is needed or wanted

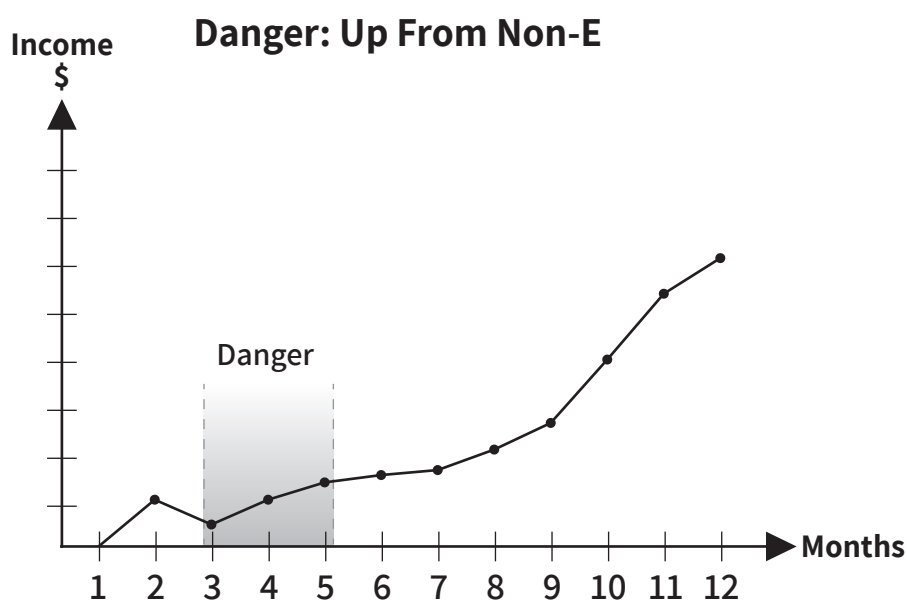
You find out from them what they need, what they expect of you. Never assume that you know what they want, it may always differ.

4. Do or produce what is needed/wanted of you and present it

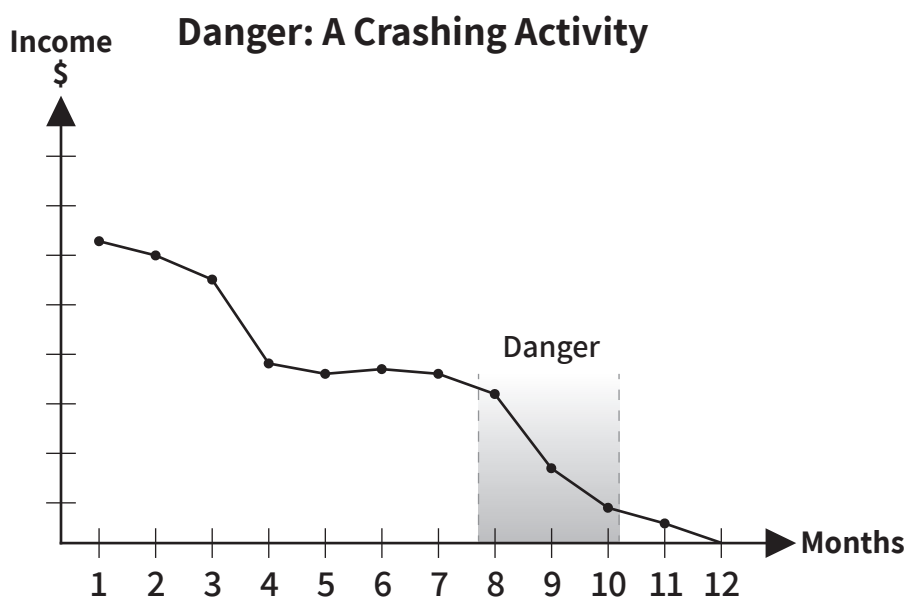
Now get to work. Give them what they want, show them the quality of your services and abilities, and they will accept you. Now your stats will budge upwards.

Danger Condition In Full

These conditions work going up *and* coming down. When you are new or the activity is just starting, you go *up* from Non-E to Danger.



When you have been around a long time, you were in a high condition but are now failing and stats are dipping, you are going *down* from Power to Emergency. Left un-handled, you shall find yourself plunging to Danger, and when you disregard it, you're gone: Back in Non-E!



We live in a dangerous environment!

Thus, there are five distinct scenarios when a Danger Condition is assigned:

1. You have done a good job applying Non-E Formula and are now going up confidently through Danger.
 2. An Emergency Condition has continued too long – the stats have been flat without improvement. When this is continuing too long, Emergency declines into Danger.
 3. A statistic plunges downward steeply. A sudden drop and you must do something quickly; or soon this activity or project or product or relationship will no longer exist.
 4. A senior executive suddenly finds himself wearing the hat of the junior, because Junior is not doing their job.
5. When you find that someone else is doing your job, you are in danger: That person will soon realize there's no need for you and you'll be pushed to Non-E.

Accordingly, we have two major variants on the Danger Condition Formula:

- Individual Danger Formula
- Executive Danger Condition Formula

Individual Danger Formula

You assign this condition to yourself because you know you are in danger, coming down from a higher condition. The steps are:

1. Bypass habits or normal routines

Stop doing whatever it was that got you into danger. Urgently do what's required.

2. Handle the situation and any danger in it

Spot what is risking your immediate survival and handle it.

3. Assign self a Danger Condition

Recognize you are in Danger because you messed up and take responsibility for the situation.

4. Get in your own personal ethics

You can only improve a condition by finding out what you are doing that is out-ethics and using self-discipline to correct it and get honest and truthful.

Ethics are decisions and actions that forward your survival.

Out-Ethics are those actions that hurt others, put your survival at risk and diminish your long-term prosperity.

5. Reorganize your life so that the dangerous situation is not continually happening to you

Examine your way of life and routines. See what made the statistic plunge into danger. That must change, and your life needs reorganizing.

6. Formulate and adopt firm policy that will detect and prevent a future Danger Condition

Possibly, you did not keep track of changes in the marketplace, the environment, or technology. Your goals do not need to change, but policy must have been lacking. See what policy was missing or not followed.

Executive Danger Condition Formula

This is the formula to be applied by a **senior to an area they supervise** when they observe a Danger Condition: The key statistics are declining over time or dropping suddenly.

The executive must declare a Danger Condition because the person directly in charge is already in Non-E, or in such poor state that they do not recognize the danger, or refuse to take responsibility, or cannot see how to regain control over the situation. The steps the senior takes are:

1. Bypass!

You ignore the junior normally in charge of the activity and handle it yourself, as the senior supervising it.

2. Handle the situation and any danger in it

You have spotted the danger, you have moved the junior aside, so now you must get the job done!

3. Assign the area a **Danger Condition**

Coming as an exec from above, you tell the juniors whom you have had to bypass that they are in Danger. They must now each do their **Individual Danger Formula** under your supervision since you are bypassing them

4. Handle fully the individuals who caused the Danger

- a) The area's stats should now be rising, or the danger has not yet been handled and you must continue handling it per Step 2. Once it gets better, do not walk away, the juniors might mess up again. Handle the personnel who caused the Danger Condition - investigate what caused the slump and take corrective action.
- b) You, as an executive, need to '**put ethics in**' on the person or team that 'messed up'. You are guiding them through their Individual Danger Formula and help them see what they are doing that is contra-survival.

When you are '**putting ethics in**' on the junior, you're doing her or him a big favor. You help them assume higher responsibility and become powerful - enjoying freedom and enthusiasm on their post.

5. Reorganize the activity so that the situation does not repeat

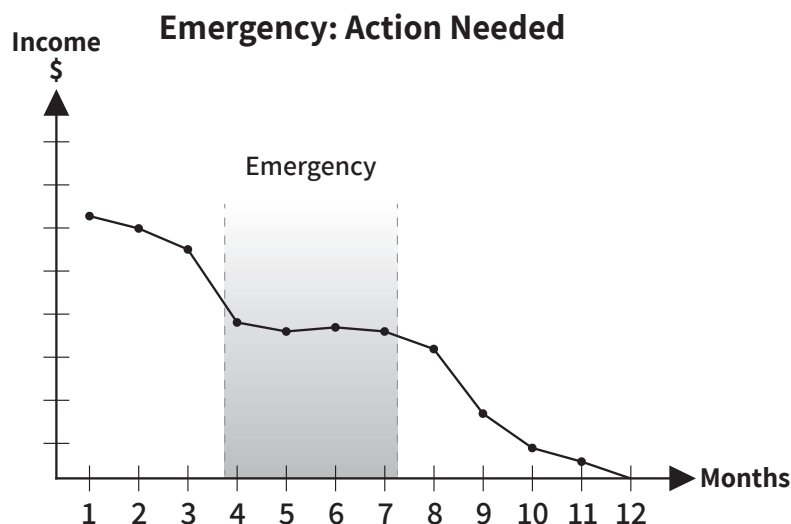
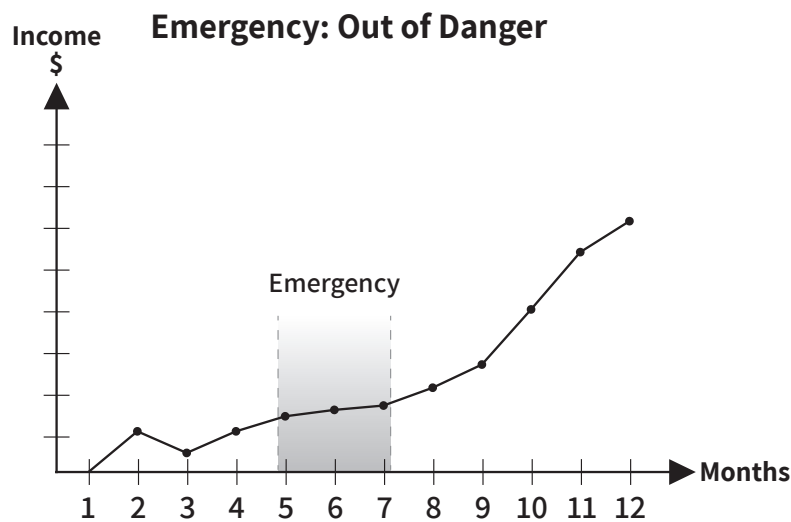
- a) Once the individuals are handled, they can be put back on post. However, if they are '**repeat offenders**' (continuously behaving out-ethics), you may need to replace one or more of the workers in that area.
- b) Second stage of reorganization is reviewing the operations. Possibly the lines of command, flow of information, equipment in use, level of skill, or your own management of this unit, was inadequate and caused the slump. Now that you have located it, you must **reorganize** it.

6. Formulate and adopt firm policy

To complete Danger and guarantee it does not repeat, you will now review and revise your '**policy book**'. You consult with the team, with your seniors and with others involved, for the purpose of formulating new policy that will detect future dangerous circumstances and ensure the danger does not happen again.

Emergency Condition Formula

A Condition of Emergency is declared when things are not going well, you are slipping from a higher condition or not rising as expected from danger. Your stats are below Normal but not quite a Danger yet - stats are flat or slightly dipping. Or, you are out of Danger, things have improved but they're not yet up to Normal.



In life **nothing stays the same forever**. The effort to keep things unchanged or the statistic flat, will always fail. This means, if you do not work hard at it, it will soon start declining. You make it go up, or else it will go down..

Here is what you do in Emergency:

1. Promote

Increase your production and promote it. What is promotion? It is **making things known**; it is getting products out.

2. Change your operating base

In Danger, Step 5., it was Reorganize. If you went into a condition of Emergency and then you did not change anything in your operations after the heavy promotion, you're just headed for another Emergency.

3. Economize

Application of Steps 1 and 2 above should result in a speedy recovery. Do not waste the fruits of the recovery, economize on your finances or energy. Keep the gains made.

4. Prepare to deliver

The promotion, and other actions taken, should result in more demand for your services. Invest in manufacturing facilities so you can meet the demand and head into expansion.

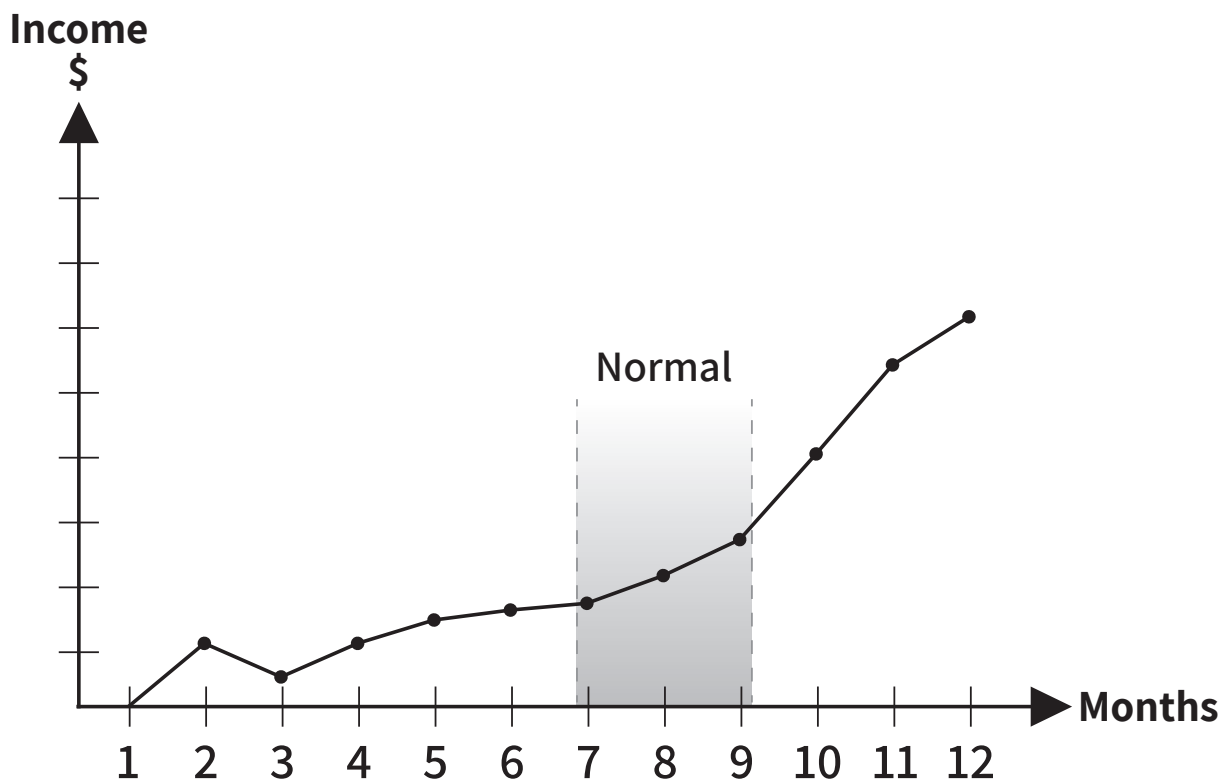
5. Discipline

The activity went into Emergency because somebody goofed or got lax. Therefore, you have got to stiffen discipline. In an organization, when an Emergency is assigned, but they are still goofing while the statistic keeps going down; there is only one thing left to do: Discipline.

Because, if the person does not get his own personal ethics in, life itself is going to discipline the individual.

Normal Operating Condition Formula

Finally, a breather, you've made it up to 'Normal'.



In Normal, you should do the following:

1. Maintain

The way you maintain an increase, when you are in a state of Normal Operation, is do not change anything.

If it ain't broken, why fix it?

2. Light discipline

Discipline is mild. The group has its culture and people have habits. If the activity is in Normal Condition, trends are favorable, let them enjoy a coffee break.

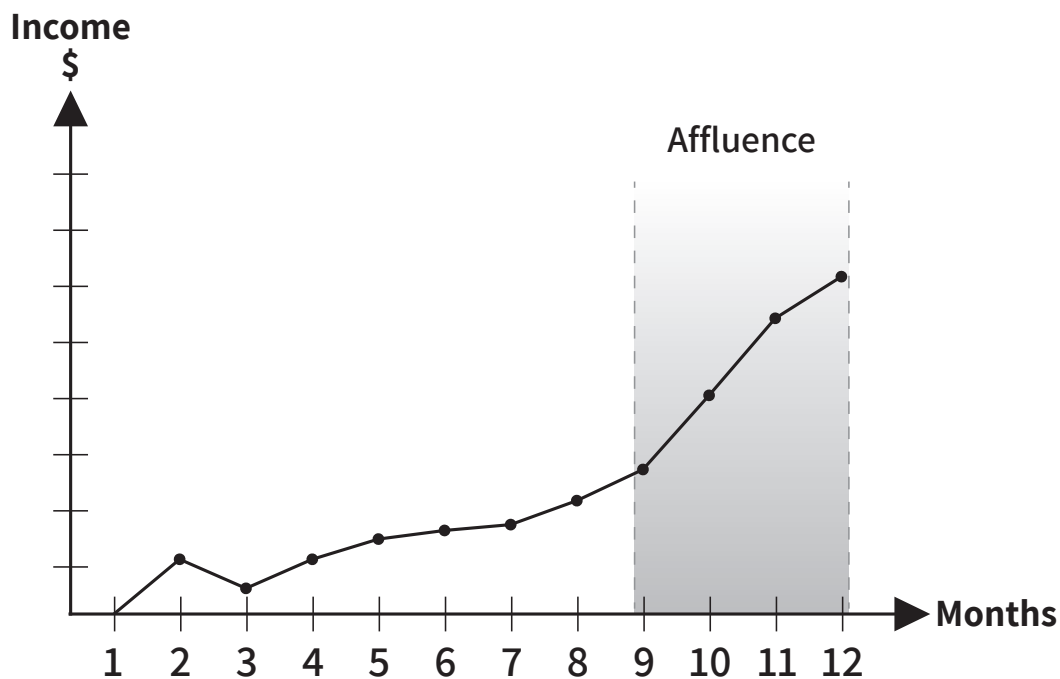
3. Coaxing betterment

When in Normal, gently coax the activity towards Affluence. A statistic betters? Look it over and find what improved it and continue to do that. Slight deterioration? quickly find out why and remedy it.

You just **jockey these two factors**, the statistic bettering, the statistic worsening.

Affluence Condition Formula

You are now expanding rapidly; things are going great. You're making tons of money, or lots of converts to your new religion, or selling truckloads of your books, or a lot of whatever it is that you're measuring.



Beware: Affluence Break

Affluence is probably the most sensitive condition, the one most likely to be violated. Things are going so well - one gets intoxicated with success and possibly abusive of it or arrogant towards others.

Affluence Condition when violated - not treated carefully by following the formula - will shatter into an Affluence Break: Your stats crashing and a cruel drop into Danger or Non-E!

Affluence Condition Formula

1. Be frugal

Frugality means do not waste; purchase only what you must have to service the Affluence. Keep yourself solvent so you can easily allocate resources to supporting the Affluence and moving into Power.

There is no condition or situation in life that has 'Waste' as one of its steps. Being frugal applies equally to money, time, energy, goodwill, and reputation. If you have gained new clients, treat them well, do not waste them.

2. Pay off your debts

Get every unpaid bill you have and pay it off. Invest in your freedom and the ability to control your actions. Being in debt to others weakens you; it gives them leverage over you.

3. Invest in production facilities

Invest the remaining resources in service facilities - make it possible to deliver more. Turning down the increased demand will take you back to before the Affluence.

4. Discover the successful actions

Isolate the 'Successful Actions': Those things you did that created the Affluence Condition and strengthen it.

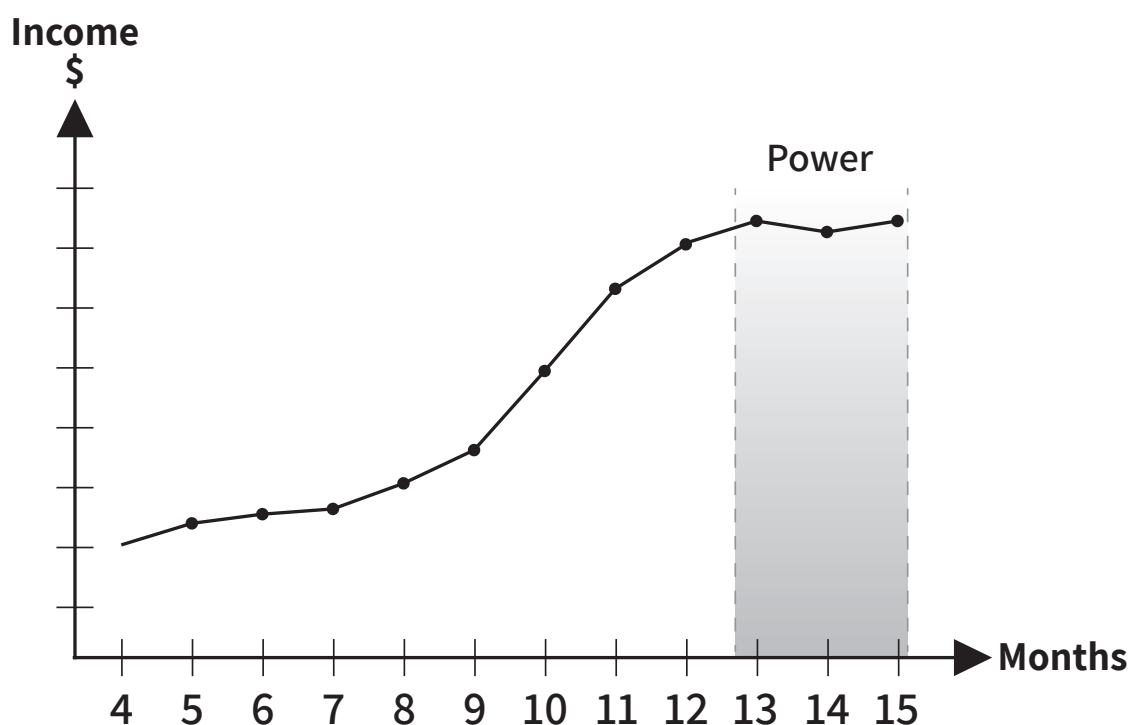
Stick to your Successful Actions yet remain alert as the needs evolve. This will become a foundation for your Power.

Power and Beyond

Well done, you are in Power! For a young Catholic priest, to one day become a bishop or the Pope in Rome is achieving Power Condition. **To continue to have an abundance of what you desire, that is Power.**

Power is not money - it is continuing to have a positive influence over your environment.

Personal Power: The condition a person is in when progressing confidently and serenely towards attaining their goals.



Power is a **Normal Condition** on a higher plateau. You did the conditions right and zoomed to Affluence. You applied Affluence correctly, avoided Affluence Break, and are again in Normal but at a higher range. The formula that applied to Normal, applies also now.

Here's what you do when in Power:

1. Do not disconnect

The basic law of Power is do not disconnect.

Do not deny your connections; you must take responsibility for your connections. Remember, you have arrived at Power thanks to the support of many people: Friends, family, associates, colleagues, loyal clients, reliable sources or vendors, investors, and donors.

2. Reassess your goals – stay in Power or move on

You may choose to stay on this post where you're in Power, so why change? The only reason to change is that you have done it for a long time, it has become too easy, no longer challenging, and you seek an exciting new game.

3. Do all you can to make the post occupiable

If you have decided to move on to a new game, your responsibility is to write up the full job description of this post and get the '**hat write-up**' into the hands of your successor. Make a precise record of all its lines – command channels, particle and product flows, its major communication lines. Thereby, you enable the next fellow to take over this post smoothly.

4. Choose your new game

You have decided to move on! Well done on the courageous decision; better than holding on to Power in an old game. Yes, you will find yourself in Non-E again many years after you have risen from that condition on your previous post. But you do have the experience and, most important, the trust and support of the team.

– Section 5 – The Why is God

'Why?' and 'The Why'

The word '**why**' is used to inquire for the reason of an occurrence or the purpose of an action, such as: "Why did you go there?", "Why are you doing this?", "Why are we in this seminar?", "Why am I reading this book?", "Why is my life such a bore?"

'**The Why**' is also used as a noun, meaning the reason or cause for a phenomenon: "They asked for the **whys** behind the surprising decision." Or, "There must be **a why** for what she's doing."

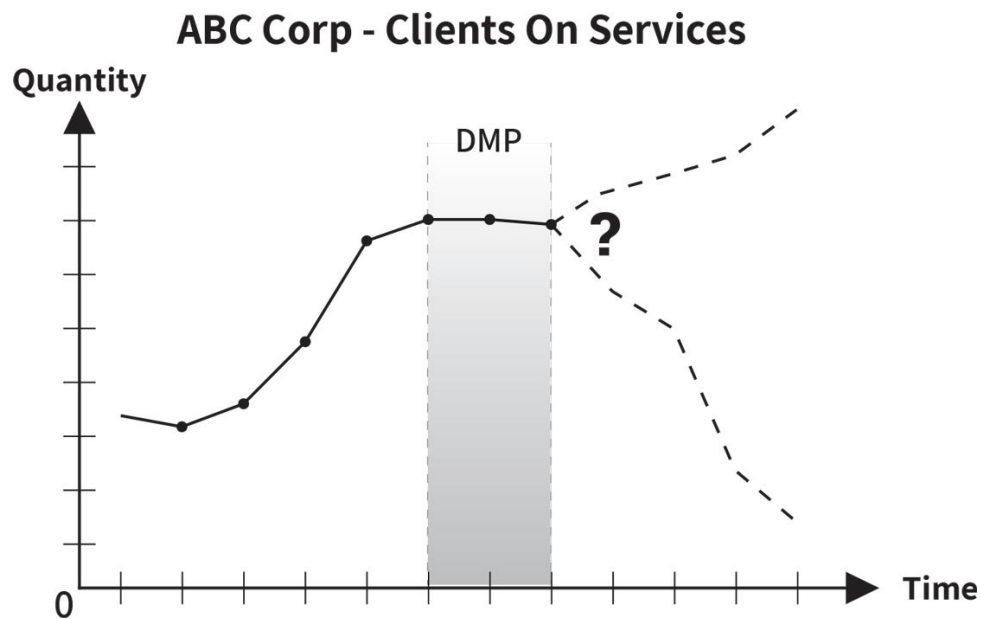
Success and Failure

When we analyze the success or failure of a business, we review its key statistics over time – for example: 'Number of Clients Serviced' or 'Quantity of Products Sold'.

We draw a graph of clients receiving services. Typically, the graph rises over time to the right as it expands. But then, at a certain point, it slows down, it goes flat or starts to descend. It will then either crash or go up again.

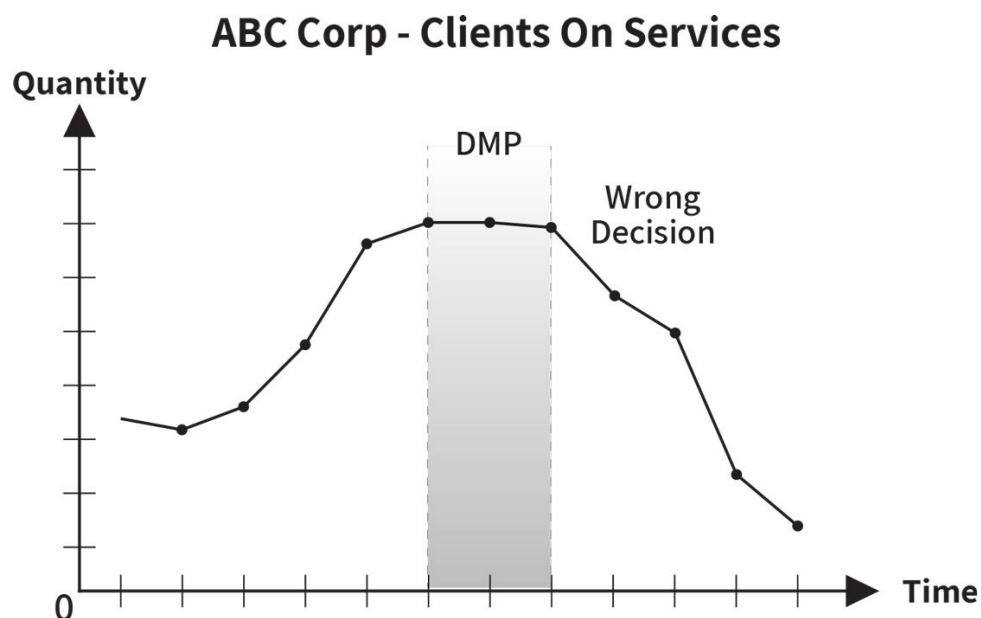
Decision Making

If after the Affluence, our key stat levels off into Emergency or dips to Danger, a decision must be made. This is our '**Decision-Making Point**', DMP.



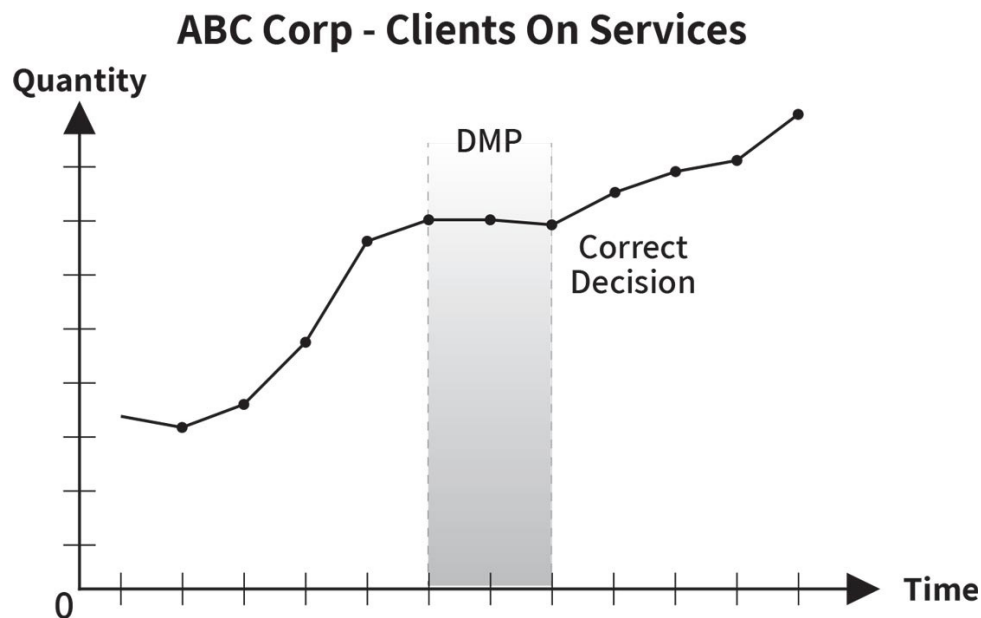
OOPS... Wrong Way

The wrong decision will cause a crash: Danger resulting in Non-E, probably the end of this enterprise.



That's the Way

The correct decision will bring renewed growth: Affluence leading to Power.



Being Cause

When the stat levels off, at the DMP, we tend to blame something or someone other than ourselves. We blame the weather, it's the government, or the holidays, or the competition, or the Chinese. Accordingly, we formulate this axiom:

The Why, for it to be the true and correct why, must be something that you are cause over. If the why you find is not under your utter control, it cannot be the real why.

The Real Why

The '**Real Why**' will open the door to change. When the stats level or dip, an honest stats analysis – **Why Finding** – must reveal the real why. '**The Real Why Opens the Door**' means that taking this action, found as the real why, will bring about a reversal of the trend from decline back to growth.

The Why is God

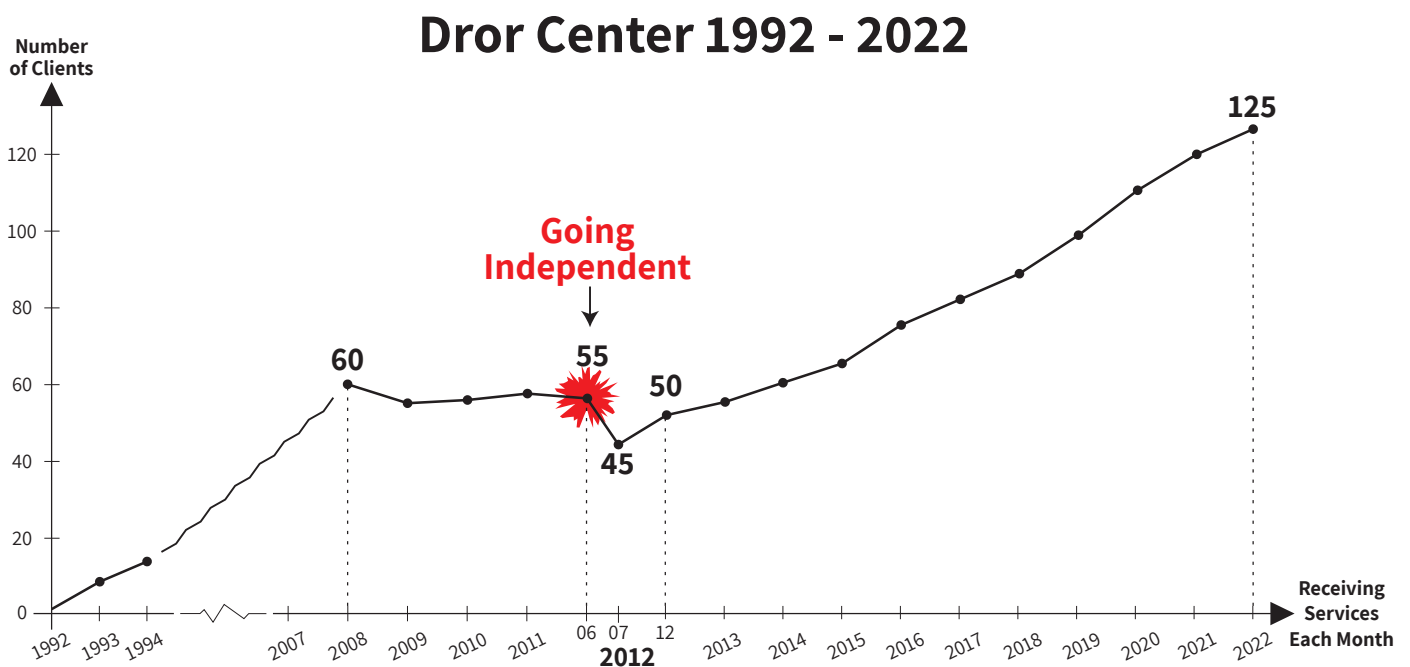
'**The Why is God**', because once you find the true reason for something, it opens the door to change. Ignorance or evasion of the true why, will keep you in misery.

The '**Why is God**' proves itself only when it does bring prosperity - as in sciences, true knowledge, workable technology, thorough grasp of the Laws of Nature.

**It is truth that handles life,
and then this becomes 'God'.**

The Story of Dror Center

Dror Center was founded in 1992 as a franchise of a large international organization. This dependence was stifling Dror's expansion and in 2012, after thorough analysis and 'Why Finding', Dror Center cut its ties with this corporation. Dror's newfound independence resulted in rapid growth.



Notes

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