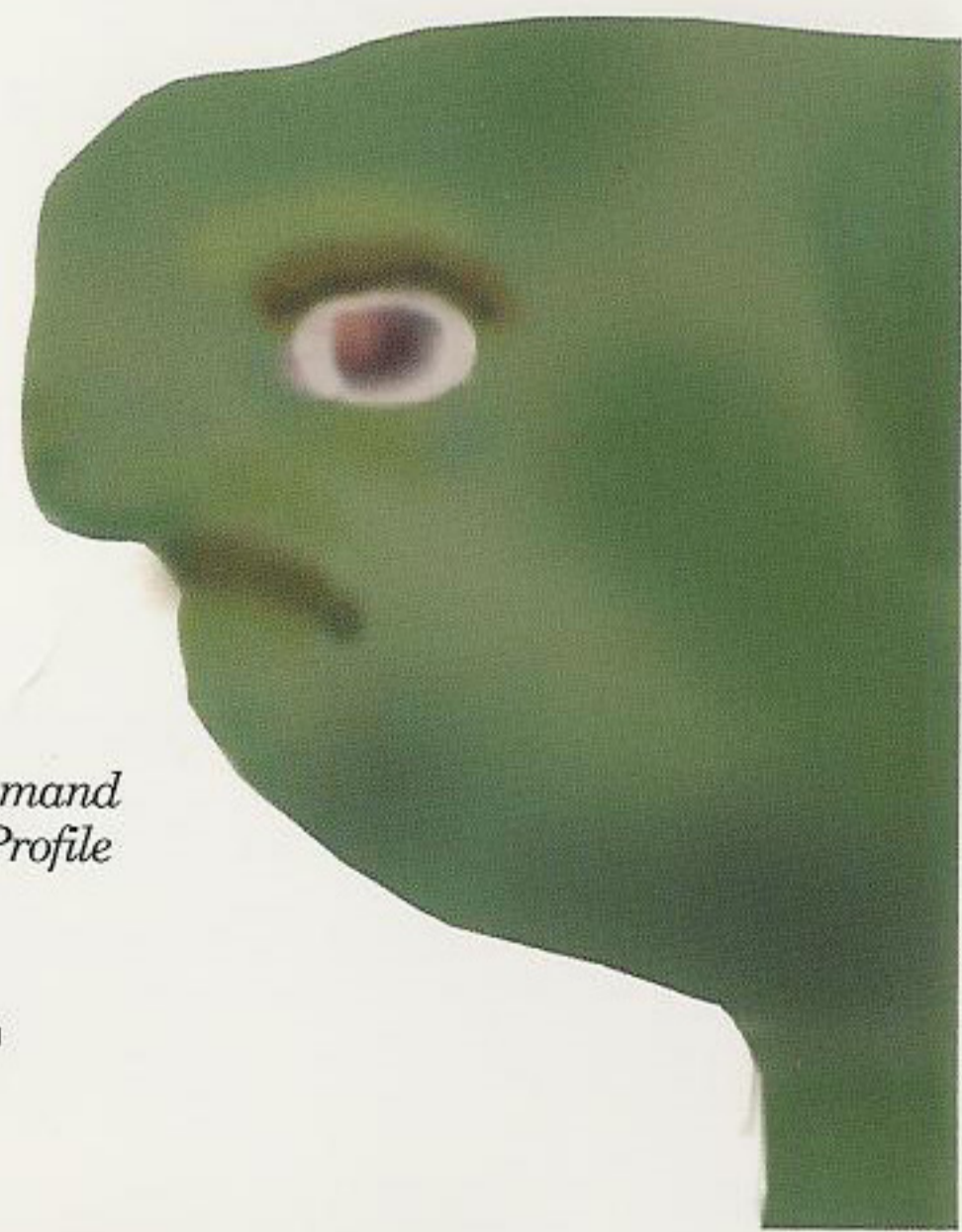
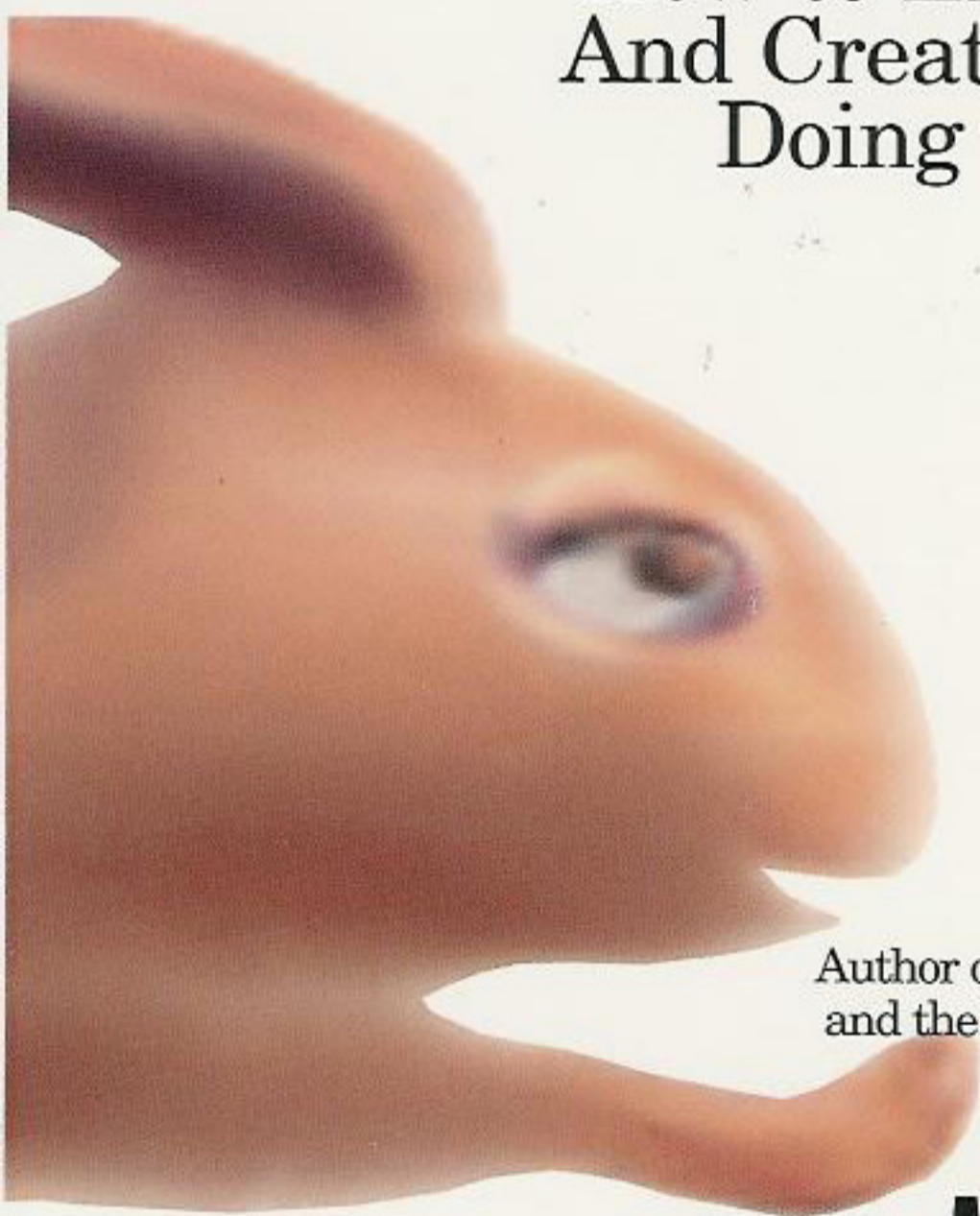




IS HALF THE WORLD CRAZY?

How to End Hare-Turtle Wars
And Create Amazing Results
Doing What You Love



By
Author of the *Innovation on Demand*
and the best-selling *C.A.R.E. Profile*

**ALLEN FAHDEN
AND MARIA WEST**





IS HALF THE WORLD CRAZY?

THE HARE, THE TURTLE AND THE HURTLE

An eSOP Fable

For the Age of Uncertainty

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How to End Hare-Turtle Wars,
Do What You Love
And Create Impossibly Good Results



The Hare and the Turtle: The Fabled First Race

Once upon a time a very quick-witted and creative Hare laughed at the slow pace of a less entrepreneurial Turtle.

"Fine," said the Turtle. "Let's race to see who can build the most shareholder value in the shortest time."

The Hare, full of new ideas and business models, danced to a seemingly insurmountable lead.

Soon the Hare began to falter, growing confused by all his ideas. Each of them required moving in a different direction, and he didn't know which one to pursue first.

As this part of the work always made him slow and tired, the Hare stopped by a meeting with a motivational speaker for a short nap.

Meanwhile, the Turtle, funded by a steady revenue base from mature products, plodded onward.

Suddenly, the Hare awoke to see the Turtle far ahead, nearing the finish line. In a panic, he quickly chose an idea and leaped forward.

As the Hare gained, the Turtle stopped and analyzed the Hare's strategy. Then, he imitated it.

"He's doing my idea," cried the Hare. "He can't do that. It's not fair, he's got cash flow."

Meanwhile, the Turtle crossed the finish line, proving that any mature business with the resources to imitate was safe from all upstarts.

Said the Turtle:

"In the Industrial Age, slow and steady wins the race."



No animals were
harmed to write this book



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Part I: Are They Crazy or Am I? Don't Answer That

They look like you. They walk like you. They have families and khaki pants, just like you. So why do they drive you nuts? In meetings they block you at every turn. They frustrate your focus each day on the job. Are they evil? Are they crazy? Why can't they see what's important?

Guess what's even weirder? They feel the same way about you.

This struggle defines two natural adversaries on the job. Which one sounds like you?

On the one hand lay the people who naturally maintain the system. They know what works. They feel comfortable with tradition. They work step-by step. Traditionally, these slow, steady Turtles ran the repetitive work. They managed. They dotted the I's and crossed the T's. They made sure that well-made products arrived to customers on time. They have been the backbone of the Industrial Age.

On the other side stand the innovators. These idea machines have an inspiration, then rush forward with it. When they get excited about something they become manically enthusiastic. Like the nimble Hare in Aesop's fable, these innovators sprint forward in inspiration until they tire, or get distracted by another big



idea. With their ears constantly tuned to changes in society and the market, these spontaneous creative types push the company toward the future.

They both sound interesting and important to the company. So what's the problem?

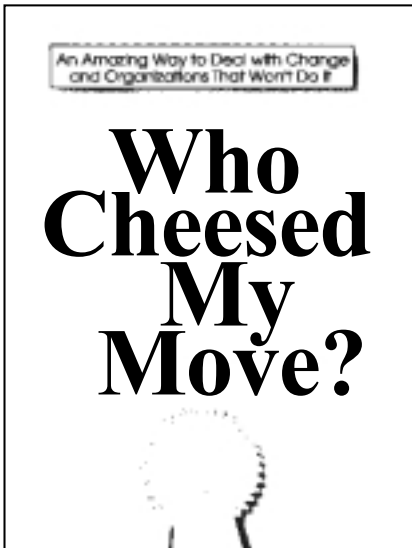
They hate each other.

Turtles think Hares are loose cannons. They come up with crazy ideas out of the blue. They don't think about what could go wrong. They try to change systems that work just fine. Then they get defensive and angry when someone logical points out the obvious problems. Turtles find Hares impossible to work with and try to keep them on a short leash.

Hares detest Turtles just as much. Turtles are the bane of their existence. These curmudgeons block progress at every turn.

They destroy inspiration by getting stuck on details that are easily overcome. They rain all over anything new, and cheese just about every move you make.

If they had their way, the company would be stuck in the dark ages. Turtles take the fun out of work for





Hares and make them want to hop away and start their own company.

So who's right? Well, it depends on who you are. They are both right on about each other, but also completely wrong.

Like It Or Not, Either the Hares or the Turtles Run Your Company

If Turtles dominate your company, you will get bypassed by a market that constantly innovates. Turtle organizations often exist as old-line companies in slow moving categories, who haven't been blind-sided by disruptive innovation yet.

You may also struggle to differentiate yourself during hard times when everyone's slashing prices.

Granted, you need to produce and deliver products and services with excellence, the Turtle's strength. But you need the Hare's new ideas to make your company stand out, as well.

If Hares run your company, well, you might be bankrupt by now, like so many dot-coms and other start-ups that began with brilliant ideas, but couldn't get an infrastructure to make them profitable.

Innovation can make you the talk of the town, but you also need slow, steady thinkers to create and manage solid systems.



The sad truth: neither will thrive without the other. Yet we need to capture the best of each, so that their differing natures don't cancel each other out.

Read the e-Sop fable of the Turtle and the Hare, and how together they became the Hurtle. Think of the Turtles and Hares in your own life. By appreciating what they can do for you, and not expecting them to do what they can't do, your work, relationships, and peace of mind can all be transformed.

The Brick Wall Where Business and Self-Help Books Crash and Burn

Most of these books tell you what to do, but **they don't tell you how to do it.**

The June 21, 2000 issue of *Fortune* Magazine claimed that the main reason CEO's get fired is not their lack of vision (you can get vision from any business book or dime store corporate guru). The problem is most CEO's can't implement productive new ideas in their own organizations. This book changes all that.

Why This Book is Different from All the Common Wisdom.

Much of the information we've had about



brain and personality has been recently overturned by neuroscience.

We used to think of the conflict as one between left and right brain, or between differing personality types. But that never explained behavior in a way that could solve any of the problems.

Meetings still suck, people still sandbag each other and no one has caught the people up with where the technology says they're supposed to be.

But now we know that something much more fundamental, dating back to ancient times, controls our behavior.

Half the Turtles operate out of their Amygdala, a part of the brain's limbic system that craves routine and comfort.

The other half of the Turtles use their Reticular Activation System (R.A.S.), found in the Medulla to predict what will go wrong with any idea. Contrary to existing theory, neither has anything to do with Left or Right Brain. The information hasn't even gotten to the cerebral cortex yet.

Meanwhile about 70% of Hares operate out of their "Heart Brain" the home of 50,000 Baroreceptors where they learn, decide and scan the horizon for new ideas.

The other 30% of the Hares primarily access their Enteric Nervous System, the "Gut



Brain” to set priorities, and figure out how to get new ideas implemented.

This book will show you in Principles, Practices and Processes how to keep these people from defeating one another and how together they can handle any kind of change using the best abilities and strengths of each.

Will You Be the Deer or the Headlights?

While everyone else hunkers down for the post-dotcom nuclear winter, what if you could move ahead right now, and claim enough market share to give you a head start in the race? What if you could make sales you never could before? What if you could remove the noise and static from everything you do? Read this book and give it to others, and your life will change for the better in at least six ways.

1. For Handling Change:

Ya-gotta-getta-whotogoto. If you go to Turtles first, change stops dead. If you go to Hares first, you need the rare kind of Hare who can set priorities and move things ahead. They make up less than 15% of the population.

2. For Your One-On-One Relationships:

You will learn to understand and work with people of your opposite Hare or Turtle strengths.



3. For Your Team Effort:

You'll learn to Fail Big Ideas Faster, dramatically cut cycle time while creating fun, respect and real results.

4. For All of Your Individual Work:

You will learn to do your best, and hand off the rest to the right person for the next Hare or Turtle step. You will discover the issues grid, a key tool to take the unimportant work off your plate and free up the time you need to innovate.

5. For Your Inner Peace:

You may be a combination Hare/Turtle. While makes you versatile, you most likely wind up killing your ideas as fast as you generate them. You will learn to choose which strength you're operating in, and put the other on hold until it's needed in the Hurtle the Hurdle Team.

6. For Your Organization:

You will learn how to structure a real organization of the future. Not a Turtle dominated 19th century company, nor the same hierarchical model in a Hare-dominated tech culture.

**Solve Turtle-Caused Problems
when Responding to Hare Ideas.**

“It won't work.”



“We already tried that.”

“You’re smoking what?”

“You’ll ruin everything we’ve built.”

“It’s illegal in 18 states.”

“It ain’t broke, don’t change it.”

“I can’t even do the work I have now.”

“Stop it! You’re freakin’ me out!”

**Solve Hare-Caused Problems When
Responding to Turtle Concerns.**

“Idea killer.”

“You’re making this company obsolete.”

“You’re roadblocking progress.”

“You don’t understand. We need this!”

“To Hell with your budget.”

“You’re rearranging deck chairs on the
Titanic.”

“That’s it. I’m starting my own company.”



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