

Quest

THE
PETER
BARRON
STARK

FOR WORKPLACE
EXCELLENCE

IN THIS ISSUE:

THE POWER OF
A POSITIVE VISION

SOME OF
THE WORLD'S
GREATEST
VISIONS...AND
NOT-SO-GREAT
VISIONS

AWARD
FOR WORKPLACE
EXCELLENCE

A SAMPLE
OF OUR MOST
REQUESTED
TRAINING
PROGRAMS

The Power of a Positive Vision: Does This "Vision Thing" Really Work?

"This 'vision thing' is highly overrated," announced Kevin, a participant in one of our recent leadership seminars. After further discussion, Kevin conceded that there may be some value in executives creating a vision for the organization, but insisted that there is little value in managers or supervisors creating a "personal leadership vision."

WHAT IS A VISION?

"Vision" is one of the great management buzzwords of our time. But if you ask five leaders to define the word, you will invariably get five different answers. WordNet defines vision as "a vivid mental image." When we speak of vision, we are referring to a clear mental picture of a desired future outcome. Think of vision like the picture on a jigsaw puzzle box. It shows you exactly what you are trying to create without giving you any instructions. It's up to you to figure out how to achieve the final outcome.

For many years, management consultants like Warren Bennis and Tom Peters have been persuading companies all over the world to create a vision, or an inspiring statement of purpose, that rallies everyone behind it. Some

refer to this statement as a vision; others use the words "mission," "purpose," "philosophy" or "values." While the labels may vary, they are usually describing the same thing: the overarching purpose of an organization. Many organizations put these highly crafted, carefully worded sentiments on laminated cards that get placed in a wallet or purse, used as bookmarks for the corporate policy manual or simply stuffed into a drawer.

WHY IS A VISION IMPORTANT?

Visions clearly work for organizations, as reflected in the fact that each of the winners of our 2005 Workplace

Excellence Award has a clearly articulated vision. And when we isolate the highest-rated departments within organizations, they are usually led by great managers with great visions.

James C. Collins and Jerry I. Porras, two Stanford professors, conducted a survey of CEOs at Fortune 500 and Inc. 100 companies to identify organizations the CEOs considered visionary, and then reported on the survey in the classic book *Built to Last: Successful Habits of Visionary Companies*. The final list of visionary companies consisted of 20 organizations selected by the CEOs. Collins and Porras then mocked up an investment by "purchasing" one fictional dollar in the stock of each of these companies in 1926 (or whenever the firm was first listed). They found that, as a group, the





Some of the World's Greatest Visions... and Not-So-Great Visions

For all those people who say, "Visions are highly overrated."

AUTOMOBILES

When I am through...everyone will have one.

Henry Ford

Our goal is to be the best. What else is there? If you can find a better car, buy it.

Lee Iacocca, Former Chairman, Chrysler Corporation

We don't need a silly car. We need a faster horse.

Focus group feedback given to Henry Ford



TECHNOLOGY

I think there is a world market for maybe five computers.

Tom Watson, IBM Chairman, 1943

There is no reason for any individual to have a computer in his home.

Ken Olsen, President of Digital Equipment Corporation at the Convention of the World Future Society in Boston, 1977

Empower people through great software, any time, any place, and on any device.

Microsoft

There is something going on here ... something that is changing the world ... and this is the epicenter.

Steve Jobs, Apple Computer

RECRUITMENT AND TRAVEL

Men wanted for hazardous journey. Small wages, bitter cold, long months of complete darkness, constant danger, safe return doubtful. Honor and recognition in case of success.

Ernest Shackleton in an 1890 job ad for the first Antarctic expedition

I believe this nation should commit itself to achieving the goal, before the decade is out, of landing a man on the moon and returning him safely to earth.

President John F. Kennedy, May 25, 1961

We are the nation's low fare, high customer satisfaction airline.

Southwest Airlines

SOCIETY

I have a dream that one day this nation will rise up and live out the true meaning of its creed: "We hold these truths to be self-evident: that all men are created equal." I have a dream that one day on the red hills of Georgia the sons of former slaves and the sons of former slave owners will be able to sit down together at a table of brotherhood. I have a dream that one day even the state of Mississippi, a desert state, sweltering with the heat of injustice, sweltering with the heat of oppression, will be transformed into an oasis of freedom and justice. I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character. I have a dream today.

Martin Luther King Jr.

A Positive Vision *from page 1*

vision-driven companies performed 55 times better than the general market. To delve a little more deeply, the authors compared the visionary group of companies in the survey with the nonvisionary group and found that the vision-driven companies performed eight times better than their competitors.

SO WHAT'S THE PROBLEM?

The problem with this "vision thing" is twofold. First, some organizations do not have a clear vision of where they are heading. Second, they may have a stated vision but are not living the vision or making it a reality. Both of these scenarios cause declining motivation, morale and productivity in the workforce. One of the many reasons our clients conduct employee opinion surveys is to find out if the vision the leaders have created coincides with what the employees observe on a day-to-day basis.

Employees are motivated by what they see daily in the halls, not what they read on the walls. Kevin, our seminar participant, was right—the "vision thing" was overrated in his company, where the executives passed out nice little cards with the new

Some suggestions for creating a personal leadership vision:

1. **Focus on what you would like your followers to say about you as a leader.**
2. **Write down what you want to be—not what you don't want to be.**
3. **Make daily decisions that support your vision.**
4. **Don't share your vision until you have "walked your talk" for at least a year.**

vision, but that was the last time Kevin or anyone else heard about it. Even worse, the actions of managers at Kevin's company were the antithesis of what was stated in the vision.

Even in organizations where corporate visions aren't clear, a personal leadership vision or departmental vision can be an incredibly powerful tool for managers and supervisors. In fact, it is precisely when the corporate vision is unclear that a leader must take responsibility for defining the vision for the areas within his or her immediate control.

PERSONAL LEADERSHIP VISION

A personal leadership vision is a clear mental picture of how you want others to see you as a leader. It is important to note that this vision has nothing to do with your organization's or department's vision. An example would be:

Employees are motivated daily by what they see in the halls, not what they read on the walls.

Award for Workplace Exc

Peter Barron Stark & Associates, Inc. is pleased to announce the 2005 winners of our Award for Workplace Excellence™. Last year these companies utilized our employee opinion survey to measure employee satisfaction in the areas of communication, values, work environment, motivation, honesty, integrity, ethics, commitment to quality and service, benefits and compensation. From our database of over 200 surveys supplying feedback from nearly 100,000 employees, these organizations stand out as the prestigious leaders for the year 2005. According to their employees, they are workplaces striving for excellence!

Each year we present the Award for Workplace Excellence to those organizations that demonstrate through the employee opinion survey process that they are committed to employee satisfaction. This year's winners were selected because they exceeded 80% employee satisfaction overall on the opinion survey and/or improved their corporate culture by 8% (with a minimum overall satisfaction rate of 70%) over a previous survey conducted within the last two years.

I am a leader who truly values the contributions of my people and cares about them as individuals. I am also an enthusiastic leader who has the reputation for taking responsibility, getting things done, and being willing to take calculated risks when necessary. I enjoy the work I do and create an environment where people have fun!

DEPARTMENTAL VISION

It's also helpful to have a vision for your department or area of influence. Unlike your personal vision, this vision needs to tie into the organization's vision or mission. You will find it most helpful to involve your team members in creating this vision. The more the people on your team participate, the better the chances are that they will feel "ownership" of the vision. An example might look like this:

We are a department that gets the job done right—the first time. We have a can-do attitude and work incredibly well as a team, both interdepartmentally and cross-departmentally in the organization. We are recognized as a great department to work in by others in the company because we do a great job, have high productivity and a whole bunch of fun!

MAKING THE "VISION THING" WORK

When you create a personal leadership vision and a departmental vision, you will find your employees are more motivated. Most people get excited about making something better and will

direct their energy accordingly. If you are not working to make things better, you are working in an environment where things are staying the same or getting worse. The last two scenarios are not motivating.

As we pull out the binoculars and look to the year 2010, what is your vision? In the words of George Eliot, "It's never too late to be the person you might have been."

Some suggestions for creating a Departmental Vision:

- 1. Get others in the department involved.**
- 2. Get people to focus on what you want to create, not what you want to avoid.**
- 3. Shoot for a vision the group will be proud of attaining. Tell the group the vision is not about the realities of today but about working toward creating a better tomorrow.**



ellence™

2005 Winners

Accredited Home Lenders

American First Credit Union

Arizona State Savings & Credit Union

ATC Foothill Transit Contract

California Bank & Trust

H.G. Fenton Company

La Jolla Beach & Tennis Club

USA Federal Credit Union



Programs

A Sample of Our Most Requested Training Programs

Leadership

Lifetime Leadership— Leaving Your Legacy

- »» Understand the power of a positive, compelling vision.
- »» Learn the value of keeping your followers a little “uncomfortable.”
- »» Implement a change strategy and get people excited about it.

If You Want to be a Leader, You Need Followers

- »» Recognize the correlation between leadership and power.
- »» Leadership and supervision—what’s the difference?
- »» Create an action plan for becoming an even more effective leader.

Relationship Strategies . . . Building an Even Stronger Team

- »» Assess your dominant behavioral style.
- »» Outline the strengths of your preferred style and the challenges you may face when you overuse it.
- »» Recognize the characteristics of other communication styles and develop action plans to work effectively with people who prefer to communicate using a different style.

Coaching and Counseling to Improve Performance

- »» Uncover the characteristics of great coaches and counselors.
- »» Effectively handle performance problems.
- »» Learn how to deal with difficult employees.

Change Management

Effectively Leading Organizational Change

- »» Learn techniques for dealing with personal and organizational change.
- »» Understand why people resist change.
- »» Recognize that personal and organizational change starts from the inside out, and get five keys for dealing with it.

Customer Service

Extraordinary Customer Service—Building Customer Loyalty

- »» Realize the benefits of giving great customer service, including profitability.
- »» Discover how to use customer service as a competitive weapon.
- »» Appreciate the real value of one customer.

Negotiation

Negotiation Skills—The Art of Getting What You Both Want

- »» Get an in-depth understanding of negotiation, and learn what makes a negotiator successful.
- »» Acquire the behavioral tools, strategies and tactics needed to create win-win outcomes.
- »» Improve your negotiation skills through role play.

Communication

Powerful Presentations

- »» Reduce your anxiety about public speaking.
- »» Plan a powerful presentation.
- »» Deliver a powerful message to inspire, inform, persuade, educate or entertain your audience.

Sexual Harassment

Creating a Work Environment for Optimal Performance: Eliminating Harassment in the Workplace

- »» Learn of recent legal developments in harassment cases.
- »» Get suggestions for actions to take if someone in your workplace has done something inappropriate.
- »» Find out what managers can do to prevent harassment and reduce liability.

“I have been with this organization for over 16 years and have been required to take many, many classes. The class you taught yesterday on negotiation was the best one in all that time.”

Sony

“Your program on change received the highest ratings we have had for any speaker—ever!”

Healthcare Financial Management Assn.

Peter Barron Stark & Associates
11417 West Bernardo Court
San Diego, CA 92127
858.451.3601 or 877.PBS.MGMT
WWW.PBSCONSULTING.COM

PRESORTED
STANDARD
US POSTAGE
PAID
SAN DIEGO CA
PERMIT NO 94

Return Service Requested



SERVICES

Peter Barron Stark & Associates **works with organizations to build an environment where employees** **love to come to work and customers love to do business!**

Our clients include:

Aames Home Loan	Lowe's
Accredited Home Lenders	LowerMyBills.com
Adobe Systems	MetLife
Alcon Laboratories	NFL
Armstrong Garden Centers	North Island Credit Union
BHP Minerals	Option One Mortgage
California Bank & Trust	Palomar Pomerado Health
Callaway Golf	PETCO
Campbell Soup	Reckitt Benckiser
Charlotte Russe	RR Donnelley
Children's Hospital and Health Center	San Diego Convention Center
City of Scottsdale	San Diego Padres
County of San Diego	San Diego State University
Crain Communications	San Francisco Giants
Cubic Corporation	Sempra Energy
Denver Broncos	Shea Homes
dj Orthopedics	SONY
Gibson, Dunn & Crutcher	Toshiba
Hewlett Packard	WD-40 Company
HG Fenton	Virgin Entertainment Group
LEGOLAND California	Wells Fargo
	Winners Merchants Inc.

Our services include:

- Management and Employee Training
Leadership
Change Management
Customer Service
Negotiation
Communication
Sexual Harassment
- Employee Opinion Surveys/Customer Service Surveys
- Management Consulting
Leadership Development Assessments
Executive Coaching
Organizational Assessments
- Strategic Planning
Mission and Vision Development
Values Clarification
Goal Setting
- Retreat and Meeting Facilitation
- Keynote Addresses