

Unity of Effort™



in a Positive Direction

A Framework

presented on January 16, 2007 by

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AGENDA

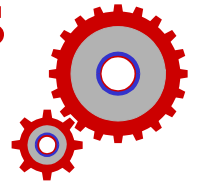
- **About Unity of Effort**
- **Organizational responsibilities in a Unity of Effort framework.**
- **The Meeting before the Meeting**
- *Consistent Positive Direction*
- **Core practices for Unity of Effort in a Positive Direction**
- **Unity of Effort in a Positive Direction**
- **The Positive Direction Power Principle**

Unity of Effort in a Positive Direction

Revving Up Your RPM's

for

Unity of Effort



*R*elationships

*P*erformance

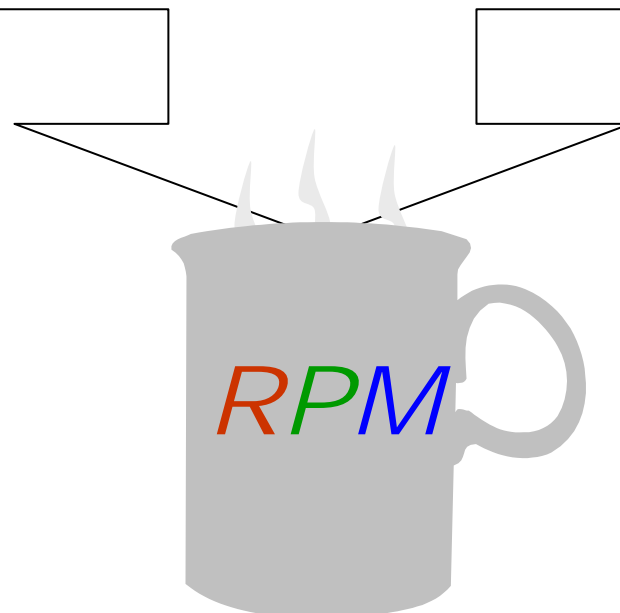
*M*orale

Concentration on Delivery

Unity toward a Shared Vision

Positioning in a Positive Direction

Sustaining a Climate for Success



Excellence Everywhere in different directions

Excellence

Excellence

Excellence

Excellence

Excellence

Excellence

Excellence

Unity of Effort in a Positive Direction

Unity of Effort

Unifies Excellence ⇒



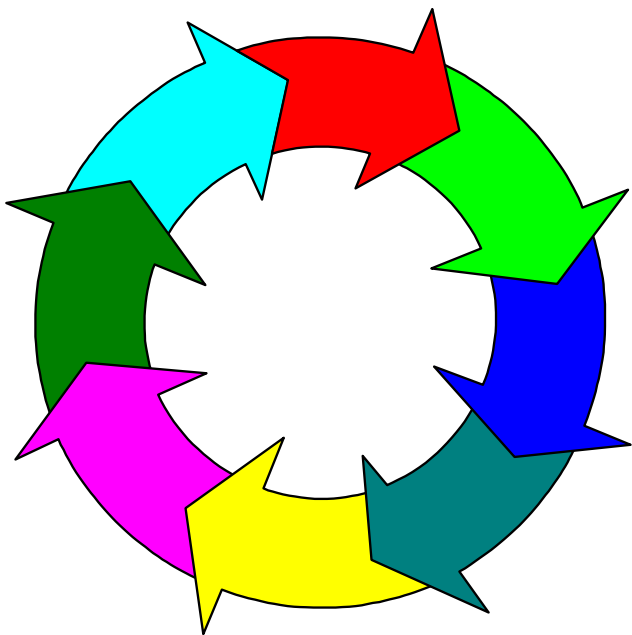
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THE POWER OF VISION



- Know where you are going

- Your Vision: a driving force

- Share the Vision Everywhere

The one place everyone goes in different ways

Unity of Effort VISION MODEL

**Front line performance and
delivery supported by:**

**A Smooth Operating
System – *Smooth OpS***

Leadership

Administration

Training and Development

Maintenance

Custodial

Data Systems/Technology

Transportation

Financial Management

Quality

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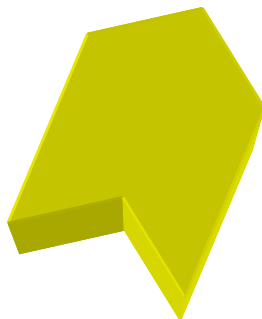
Unity of Effort

Core Actions for Success

Unify toward a shared vision.

Focus on customer
satisfaction/success.

Concentrate on supporting front
line performance and delivery.



Unity of Effort in a Positive Direction

Unity of Effort

Core Actions for Success

- **Share the Vision Everywhere**
- **Announce to the organization that from now on we are going to build ourselves around supporting our front line delivery.**
- **The leadership must show that it is serious.**
- **Pull the hierarchy into the direction of the framework.**



Unity of Effort

Core Questions

- **What is the impact on front line performance and delivery?**
- ***Get the Answer!***
- **What support does the front line need for successful performance and delivery?**
- ***Get the Answer!***
- **What support do you need to...? (to an employee or group)**
- ***Get the Answer!***

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Unity of Effort

What Makes It Work

- Consistency of using the framework
- Seeing that the leadership is serious, under any circumstances
- Communication & Information
- A higher goal: the vision
- Unity toward customer success
- Smooth OpS
- Concentration on customer-focused delivery
- The core question for change: “How does this impact our front line performance and delivery?” The primary action is to ***get the answer!***
- One Way ⇔

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Unity of Effort

Organizational Roles & Responsibilities

- **Front line :**
 - **Accurate delivery**
 - **Successful delivery**
- **SmoothOpS :**
 - **Supporting front line performance**
 - **Supporting front line delivery**

*The customer is everybody's
reason why!*

Meeting

before the meeting

- **For a mandatory change or decision only**
- **Ask three questions only, at the meeting:**
 - *How does this impact our front line performance and delivery?*
 - *What support does our front line need to perform as well or better?*
 - *What support does our Smooth OpS need so that it can best concentrate on supporting frontline performance and delivery?*
- **Get the answers!!**

What has got to STOP!?!?

**To assure that Relationships,
Performance and Morale
always work well together in
a high performance
workplace.**

SUCCESS



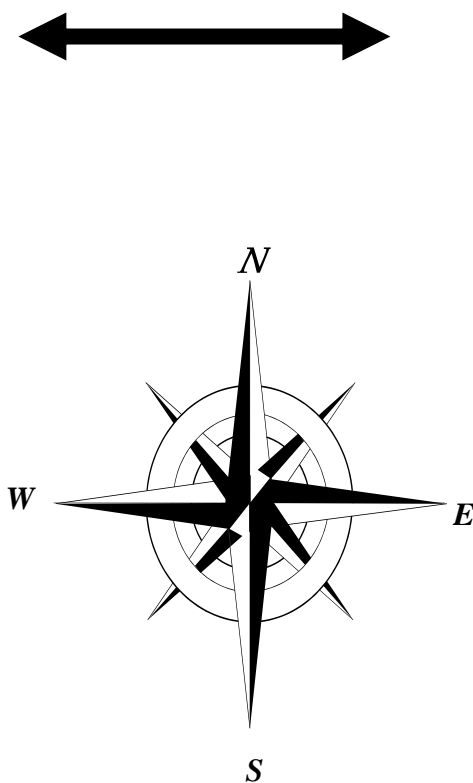
Unity of Effort in a Positive Direction

Which way is
**POSITIVE
DIRECTION??**

Half Full/Half Empty?

Forward/Reverse?

Up/Down?



What is Positive Direction?

- **The direction of the:**
 - **Results**
 - **Achievements**
 - **Successes**
 - **Objectives**
 - **Accomplishments**
 - **Goals**
- **That you want**

Unity of Effort in a Positive Direction

Position Organizational *RPM*'s in a *CONSISTENT POSITIVE DIRECTION*

- Speak in a positive direction
- Write in a positive direction
- Learn in a positive direction
- Cause ***Reality*** to work in a positive direction
 - Cause ***Relationships*** to work in a positive direction
 - Cause ***Performance*** to work in a positive direction
 - Cause ***Morale*** to work in a positive direction

Unity of Effort in a Positive Direction

CONSISTENT POSITIVE DIRECTION

Creating and Managing REALITY

- **Current Reality (compelling)**
- **Required/Desired Reality (necessary)**
- **2 Parts to Reality**

*Focus organizational unity on the
Required/Desired Reality:*

**Customer Satisfaction
and Success**

- **PC Upgrade**

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CONSISTENT POSITIVE DIRECTION

PC UPGRADE

- **P**rediction



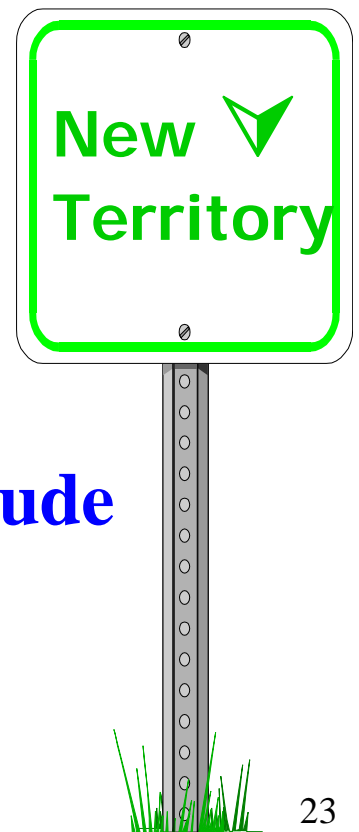
- **Sometimes from emotional storage**
- **Sometimes from other recordings**
 - **Upbringing and experiences**
 - **Second Hand information**
 - **Clichés or Fitting in**

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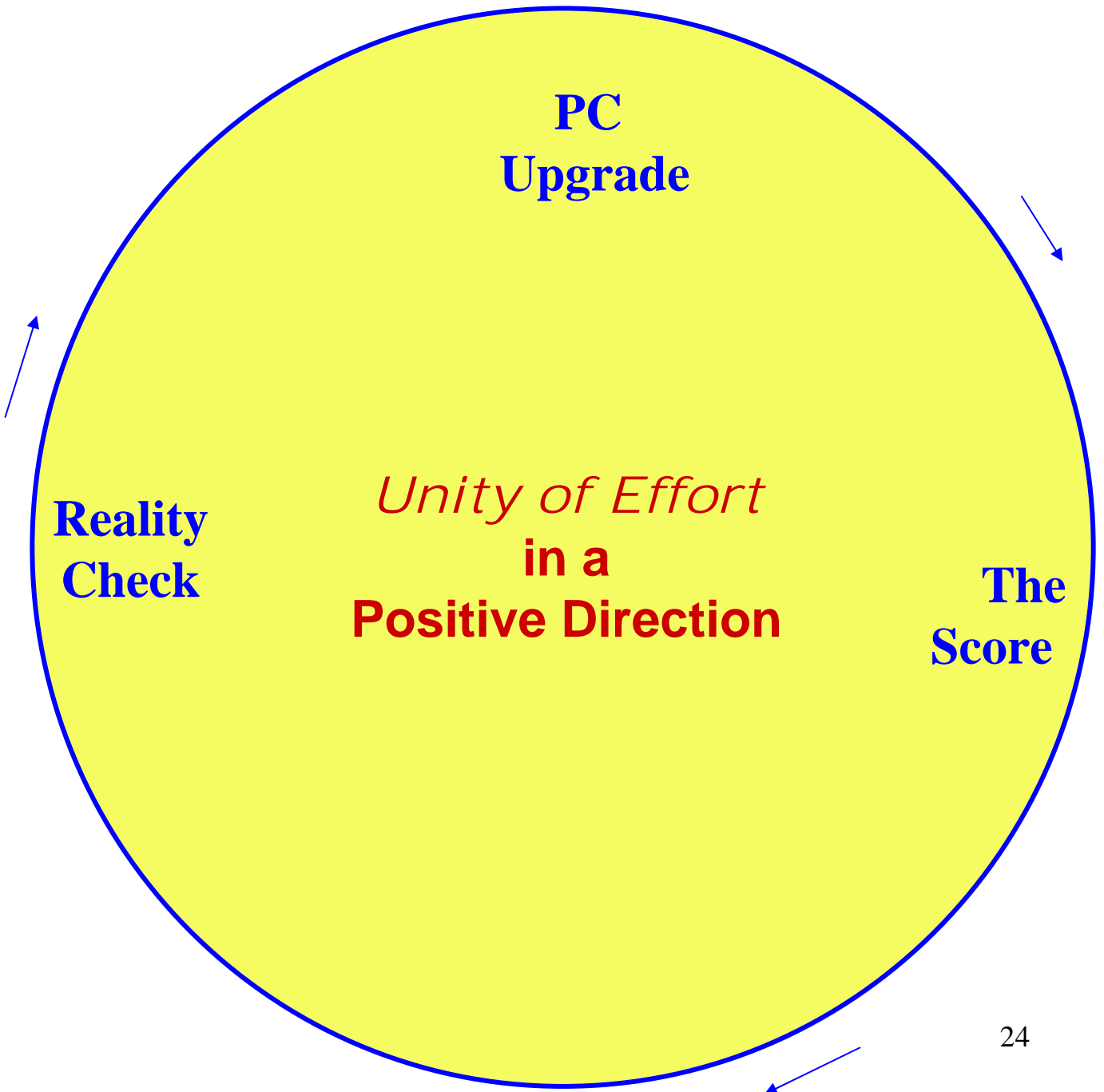
CONSISTENT POSITIVE DIRECTION

PC UPGRADE

- **P**rediction to **C**reation
- **New or existing ideas/approaches**
- **New territory**
- **May require**
 - **Dialogue**
 - **Brainstorming**
 - **First-hand learning**
 - **Positive Direction Attitude**



The Circle of Creative Reality



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CONSISTENT POSITIVE DIRECTION

START OPTIONS

- **What needs to START?**
- **What needs to be in place?**
- **What should be happening?**
- **What can be done?**
- **What improvement needs to be made?**
- **New Territory...**
- **The Direction of the Customer**
 - Front Line Performance
 - Front Line Delivery

Decision-making

Round Table

- **Two or more people**
- **One Issue**
- **Generic Sequence**
 - **Dialogue (5 – 10 minutes)**
 - **Brainstorm ideas (optional; 3-5 minutes); use Verbal Positive Approach or translate**
 - **Discussion (10 – 15 minutes); use *Consistent Positive Direction* or translate**
 - **Decision**
 - **Selection by consensus**
 - **Ask Core questions**
 - **Set sequence and timing**

Decision-making *Round Table*

for:

- **Differences and/or deviations**
- **Determining strategies and approaches for interacting with a customer**
- **Helping each other concentrate on front line performance and delivery**
- **When we have tried everything**
- **When we have yet to try anything**

Purpose: Successful Transitions
The Positive Direction
***POWER PRINCIPLE* for**
Successful Quests

CLOSER

- **Communication**
- **Modeling what works already**
- **Staff training and preparation**

New Closer

- **Upgrade and share transition guidelines.**
- **Adequate Staffing**
- **Timely transfer of records**
- **Leaders & staff on the same page**

FARTHER

- **No set guidelines on process**
- **Staff shortages and overworked**
- **Transfer of records is often late**
- **Leader and staff perceptions about progress are different**

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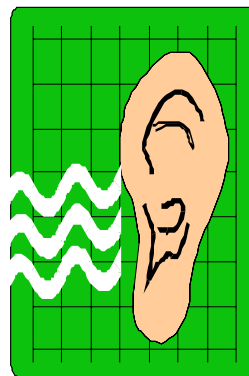
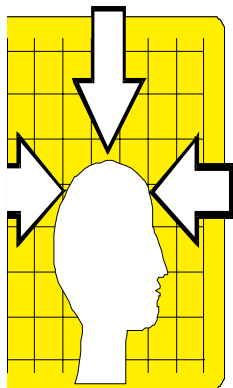
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Think and Listen

Everyone find a partner.
One person talks and the
other is a great listener!

- Discuss

What was important for you
concerning Unity of Effort
and share any questions with
your partner.



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