INTRODUCTION TO MANAGING FOR VICTORY™
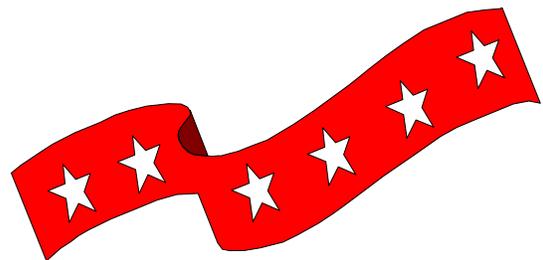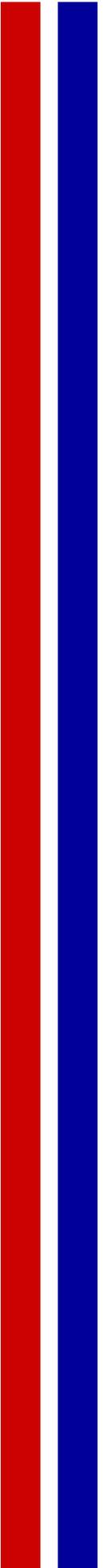
VICTORY RESOURCES

INTRODUCTION TO

MANAGING FOR VICTORY™

JAMES H. SAYLOR

A VICTORY Guide

FOR

THE SYSTEM

VICTORY RESOURCE

This book was developed by James H. Saylor

Visit: www.thebusinesscoach.org or www.managingforvictory.com

CONTENTS

FORWARD

This book is part of the VICTORY series. For over 30 years, the pursuit of a simple, easy-to-use, proven, inexpensive management system for any organization has been my focus. MANAGING FOR VICTORY is this system. MANAGING FOR VICTORY system includes:

Visioning creates a common focus

Involving everyone establishes a superior organization

Continuously improving achieves excellence

Training, educating, coaching, facilitating, mentoring develops a learning culture

Owning the work fosters empowerment

Recognizing and rewarding builds high performance

Yearning ensures success

Customers drive VICTORY

Progressive Leaders guide VICTORY

MANAGING FOR VICTORY
A PRACTICAL MANAGEMENT GUIDE

JAMES H. SAYLOR

HOW TO MAKE YOUR ORGANIZATION A SUCCESS
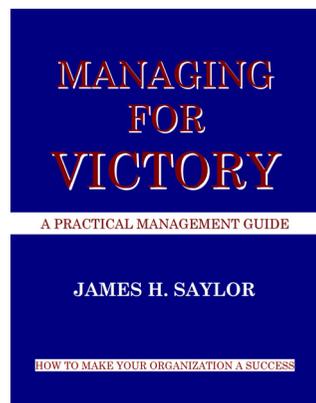
ABOUT THE AUTHOR

James H. Saylor is the founder of The Business Coach. His organization focuses on helping other organizations achieve their specific VICTORY. He has assisted many organizations in discovering, designing, developing and doing successful management systems. In addition, he has led, managed, coached, trained and facilitated many individuals and organizations in achieving their specific VICTORY. Jim has over 30 years experience in operations, organizational development, sales, marketing, training, project management, quality and logistics. He has prepared and presented many highly proclaimed training seminars and workshops globally. Jim is a widely recognized leading champion of Total Quality Management in the 1980s and 1990s. Jim is the author of the *TQM Simplified,* and co-author of *Customer-Driven Project Management* published by McGraw-Hill. For further information about Jim's books, guides and workshops see websites: www.managingforvictory.com or www.thebusinesscoach.org

MANAGING FOR VICTORY

Victory, we all want it. In sports, we always envy the champions. In business, we try to emulate the best practices of successful business leaders. In war, we certainly want triumph. In our personal life, we want happiness. We are continuously looking for ways to achieve victory.

Victory encompasses all the levels of our needs for survival, security, self-esteem, belonging, to ultimately self-actualization. It touches all our emotions of joy, happiness, exuberance, ecstasy, and so on. There is no greater experience then being a victor.

MANAGING FOR VICTORY™ is about achieving business victory. Business victory is just as important as any other victory. Everyday we see the evidence of loss—unemployment, layoffs, business closings, services eliminated, and infrastructure crumpling. Fortunately, we also see signs of victory—investment, improvement, innovation, re-organization, reform, and revolution.

Victory for a business or organization offers many unique challenges. First, victory varies for each specific organization. Each organization needs to define victory. Second, victory is forever changing. The organization's definition of victory must be continuously focused on success. Third, the enemy of victory is not always evident. The enemy can be any element that keeps the organization from achieving victory. It can be competition, technology, security or the economy, —even themselves. Fourth, the challenges are never ending. Today, achieving victory is a never ending process.

WHAT IS MANAGING FOR VICTORY

MANAGING FOR VICTORY™ provides a system for turning an organization into one capable of achieving success in today's ever changing environment while focusing on victory in the future. The MANAGING FOR VICTORY System (VICTORY) provides any organization with the means to meet the many challenges of today while ultimately moving the organization toward the future. VICTORY focuses the entire organization on the customer. This customer driven approach combines progressive leadership models, basic organizational excellence management practices, continuous improvement tools and techniques, and proven human resource initiatives. MANAGING FOR VICTORY is applicable to every organization striving to be the best, whether the organization is one function, a division, an operating agency, or a company. VICTORY is equally useful for large and small businesses, manufacturing and service industries, public and private organizations and e-businesses. MANAGING FOR VICTORY provides the means to achieve the end results of victory— the victory as defined by each specific organization.

WHAT IS MANAGING FOR VICTORY SYSTEM

MANAGING FOR VICTORY is a customer-driven, progressive leadership guided organizational excellence management system. VICTORY is a management system that stresses total customer satisfaction driven by the customer or customer's voice. It emphasizes progressively leading an organization to excellence. VICTORY includes: visioning establishes a customer focus, involving everyone creates a superior organization, continuously improving achieves excellence, training, educating, coaching facilitating, and mentoring develops a learning culture,

owning work processes fosters empowerment, recognizing and rewarding builds high performance, and yearning for victory ensures success.

WHAT ARE THE BASIC CONSIDERATIONS IN A MANAGING FOR VICTORY SYSTEM

The basic considerations of VICTORY include total customer satisfaction plus organizational excellence plus progressive leadership. This is shown in figure 1. Since customers are the essence of every organization, customers define victory. The target is always total customer satisfaction (TCS). In addition, while the organization seeks total customer satisfaction, the organization must strive for organizational excellence. These activities target continuous improvement of people, processes and product while managing costs. Also, VICTORY requires progressive leadership. This is the element that guides the victory.
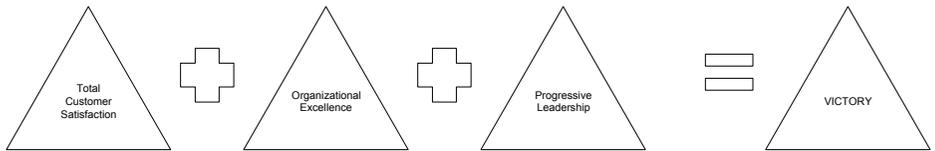
Figure 1 Basic considerations to achieve VICTORY.

WHY YOUR ORGANIZATION NEEDS A MANAGING FOR VICTORY SYSTEM

An organization cannot survive and prosper in today's world without victory. Victory is success as defined by customers. Customers allow an organization to exist. The fundamental purpose of every organization must be to get and keep customers. Many modern organizations have lost sight of this fundamental principle. In many industries, this has contributed to America's lack of competitiveness in the global economy. In many cases, American industry is providing the wrong product and/or service for domestic and global markets because the customer does not drive these organizations. They focus on pushing the product or service on the customer, rather than the customer pulling a product or service out of the organization. For many of the early years in the Internet world, the primary focus on technology and marketing rather than creating customer value resulted in many failed dotcom businesses.

A MANAGING FOR VICTORY System meets the challenges of the global economic environment. VICTORY provides a management approach adaptable to the new world of rapid change, rising complexity, and rabid competition. Today, political, technological, social, and economic changes are swift. The world has been turned around. The United States is just one of many players in the global marketplace. With technological advances, especially in computers, telecommunication and the Internet, the information age has launched a time of increasing intricacy in the entire world. This has brought about rising complexities in the processes used to perform work. Competition on a global scale is a fact of life. Everyone is competing for the new global markets. With competition fierce in all aspects, (technology, cost, product quality, service quality, value, style, innovation) everyone must seek new approaches to be competitive and share in global economic growth. VICTORY provides a rapid,

flexible responsive approach that confronts these challenges today and in the future.

Today's World

Today's world is radically different from the recent past. It's a new environment where old solutions no longer work. The "same old way" simply does not bring about the necessary results. Technology is not the prospective cure all. Throwing resources at the problem for short-term progress, or reducing resources for cost reduction, does not foster long-term customer satisfaction. Our paradigm (mind-set) must change to reflect the reality of today's world in order to achieve success.

Some of the major considerations in today's world compared with yesterday's issues are discussed below. These conditions require -- no, demand -- change.

- Customers are more selective with an increasing demand for value
- Competitive environment
- Uncertainty in the organizational environment
- Need to work smarter
- Changes in management and leadership philosophy, principles, methods, tools, and techniques
- Conservation of limited resources
- External factors affecting the organization are progressively out of control
- Organizational systems require constant updating to optimize productivity, quality, and costs
- New or changed products and services are perpetually being introduced
- Continuous vigilance of all factors affecting the organization, product/service, competition, and the customer is a necessity
- Economic pressures have caused the requirement for cost management

- Shrinking budgets
- Stressing "more for the buck"
- Rapidly changing technology making stability difficult
- Accelerated production time is essential to a competitive advantage
- Customer driven quality is critical to long-term growth
- Application of telecommunication and information systems
- Survival of fittest e-businesses

There are many players in the competitive global economy. In addition, there are many formidable players. This fresh economic playing field requires everyone to transform their management philosophy, principles, methods, tools, and techniques into a management system that allows everyone to work smarter and to rapidly respond to the needs of the customer.

Rabid competition is the way of the new world economy. Just because a product or service is available does not mean it will sell. The customer is more selective in buying goods and services. In fact, as the customer has more and more options, the customer becomes increasingly discriminating with their demand for added value. This makes keeping and getting new customers more important than ever. Customer satisfaction is the focus of all competing organizations. The organizations that can answer constantly changing customers' demands will succeed in this new environment of rabid competition.

Uncertainty is now a continuous concern. With a rapidly changing world order, certainty can no longer be taken for granted. No organization is safe from some sort of distress. External factors affecting the organization are progressively out of control. The organization's systems constantly require updating to optimize productivity, quality and costs. New or changed products and services are perpetually being introduced. Stronger competition is increasingly the norm. In addition, customer needs are continuously changing. Continuous vigilance of all factors

affecting the organization, product/service, competition, and the customers is a necessity.

Economic pressures are a fact. This makes cost and budget a factor today and tomorrow. Lowest possible cost is the aim of all internal processes. It is no longer good enough to strive for reasonable cost. Everyone has the same technological advantages to make use of economies of scale, automation, and other production and service techniques to reduce cost. Customer satisfaction and profit in today's world depends on providing a product and/or service at the optimum, lowest possible cost.

In addition, economic pressure makes optimizing budgets an everyday reality. Currently, budgets are shrinking in most organizations. This causes a reexamination of priorities to stress "more for the buck." Economic pressures will continue to dominate choices and decisions in public and private organizations. The demand for increasing value at less cost will continue into the foreseeable future.

Rapidly changing technology makes stability impossible. Failing to keep pace with the latest technologies can bring obsolescence within a short period of time. Many products today have a very short life cycle. The impact of new technology, especially in information processing and communications, may determine supremacy.

Conservation of limited resources is a necessity. Global competition for scarce resources will only increase in the new global marketplace. Regardless of competition, however, the primary concern is the need to protect and preserve the environment. With many nations competing for few resources, coupled with the concern for the environment, waste and loss are everyone's enemies. Organizations must learn new techniques of quality, productivity, and project delivery focusing on elimination of variation to optimize all resources.

Reasonable production times no longer meet customer's needs. Accelerated production time is essential in many industries. The organization that is first to the marketplace is usually the winner. In today's world, speed is a competitive advantage.

Customer driven quality is critical to long-term growth. Since the customer defines quality by their satisfaction, the supplier forcing a deliverable on a customer does not foster customer satisfaction. Today, the customer or customer's voice must direct every aspect of the deliverable. This is the only way to ensure quality.

Telecommunication and information processing enable today's world. Gone are the days when hardcopies, space, and distance are dominating factors of competition. The organization that can speed the right information to the right place at the right time is ahead of its rivals.

Many organizations are struggling to make their e-business work. Although electronic commerce is struggling, ebusiness is the way of the future. Organizations must develop an e-business or complimentary e-business driven by the needs of their customers. Also, it is important in today's world to use ebusiness for operational excellence.

Today's World Demands Change

To adapt to today's economic world with an eye to the future requires the organization to be totally responsive to the customer. Specifically, the successful organization will be the one that can change to apply the new paradigm for prosperity in today's global environment. Table 1 lists some of the required changes.

Continuous improvement of the process, people, and products aimed at customer satisfaction is essential. The "if it's not broken, don't fix it" attitude does not promote critical thinking necessary for growth. Continuous improvement is the only way to survive. This is the proactive approach to

change. This new view of everything can be made better through process improvement stimulates the creativity and innovation needed to constantly grow. In addition to continuous improvement of processes, people must constantly upgrade their knowledge and skill through a lifelong learning system. Further, products and/or services require progressive enhancement to meet or exceed changing customer needs and expectations.

Systems thinking must replace functional orientation. In today's world, everyone's horizon must be expanded beyond narrow-minded occupational disciplines like engineering, manufacturing, accounting, education, training, logistics, etc. Organizations struggling for success in a world economic environment cannot afford to subsidize functional "fiefdoms" which suboptimizes resources. Progressive organizations must view the combination of all their processes as a system focused on customer satisfaction. This requires everyone in the organization to have a systems outlook geared to achieving organization wide excellence. This means combining quality and performance.

Concurrent design is a necessity; especially, in most industries where time to market is a competitive advantage. Time to market is increasingly a differentiator in the marketplace for both products and services. Concurrent design of products and services significantly reduces the time to market over traditional sequential design methods.

Inspection-based quality assurance needs to be supplanted with prevention techniques. Again, the industrial mindset expects defects. This inspection-based viewpoint adds excessive cost to the product or service. This is a cost that most organizations can no longer afford and the customer does not need to support. By shifting the emphasis to prevention techniques, the right thing is done right the first time. This reduces cost while increasing product and/or service quality. Prevention techniques focus on the improvement of all the processes in an organization to maximize the capabilities of processes.

Table 1   The World Demands Change

From	To
If it is not broke, don't fix it	Continuous improvement
Functional orientation	Systems view
Sequential design and production	Concurrent design and production
Inspection	Prevention
Quality not important	Quality critical
Accept current processes	Improve, reengineer, invent processes
Development	Innovation
Rigid organizational structure	Flexible organizational structure
Many organizational layers	Few organizational layers
Compete	Cooperate to compete
Individual performance	Team performance
People specialized, controlled, eliminated	People add-value, flexible, adaptable, empowered
Strong management	Strong management and leadership
Leadership only at top	Leadership everywhere in the organization
Short-term outlook	Long-term vision
Individual merit reward system	Team performance reward system
Education for management	Education and training for everyone
Driven by profit	Focus on total customer satisfaction

Quality focused on customer satisfaction is required. Disregard for quality, or merely conforming to requirements, is no longer good enough to keep and maintain customers. Today's knowledgeable customer demands satisfaction. This is how they define quality. This means the organization must determine what will satisfy the customer and then focus the whole organization on striving to meet the customers' needs and expectations. This means the organization must identify the elements of quality that are of vital importance to their particular customers. The key elements of quality for a customer might include, among other things, the following items: perceived product and/or service quality, performance, reliability, supportability, durability, features, availability, aesthetics, serviceability, maintainability, usability, environmental impact, conformance to requirements, customer service, logistics, training, warranty, and life cycle cost. For instance, some customers demand reliability as a key element of customer satisfaction. In other cases, the customers might value performance as the critical element. For other customers, the key element of quality is availability. For this customer, it is of primary importance the product or service is available in the right quantity, at the right time, at the right place.

Innovation through constant incremental improvement must be pursued. Innovation rather than major development is the key for many organizations and industries. Building on the old and creating new uses is critical for future survival. Improvement of old systems rather than development of new systems may be the norm. Economics dictate making do with what already is available. This targets innovative enhancements of existing systems as a major method to satisfy requirements.

Flexible organizational structures with as few layers as possible are best able to rapidly respond to the customer's changing demands. Rigid structures cannot react fast enough to keep pace with a formidable competitor, whereas few

organizational layers provide the "lean and mean" structure needed to contend in tomorrow's world. Customers will no longer subsidize the cost of the vast amounts of waste created by large bureaucratic organizations. Organizations must be trimmed to the absolute core with decentralization of empowerment to the people closest to the customer and the processes. The organizational structure of an achieving organization has fewer managers with increased self-management.

Cooperation among governments, industries, companies, organizations, teams, and individuals is essential for survival. Cooperation among government, industry, labor, and education is critical to a high growth, high wage economy. In addition, management and labor must learn to cooperate for a prosperous economy. Further, departments and functional organizations must break down barriers to optimize productivity of an organization. Also, individual people need to work together in teams to rapidly respond to customers. In addition, organizations must develop supplier partnerships and customer relationships. All cooperative efforts aim at win/win solutions instead of a win/lose situation as fostered by competition. Only through cooperative relationships can global success be realized.

Groups, especially teams, are the organizational structure of choice. Although individuality is important, teams multiply the capabilities of each of the individual team members. In today's complex workplace, teams are the only structure capable of providing the high level of performance, flexibility, and adaptability necessary to rapidly respond to customers and provide deliverables that delight them.

People are the most important, flexible, and versatile resource capable of adding value to a product or service. Empowered people are the only resource with the ability to respond quickly to a customer by optimizing the output of a process based on a thorough analysis of customer requirements and the process. Therefore, specializing or eliminating people greatly reduces an organization's ability

to keep or gain customers, which significantly decreases its chances for survival. People are the most important resource to gain an advantage over the competition. To optimize this essential resource, forward thinking organizations must strive to provide a high quality work environment where both the needs of the people and the organization are satisfied, while striving to delight customers.

Strong leadership, not only, at the top but at all levels is needed instead of strong management. Guiding people to achieve a common goal is the focus of improved performance in any organization. Strong management is still required to ensure the project is completed as required; but leadership is essential to maximize the human potential to care about and satisfy the customers. Managers simply ordering accomplishment will not make an excellent organization. Leadership involves the sustained, active, hands-on participation of all leaders continuously setting the example, coaching, training, and facilitating empowered people.

A long-term view needs to replace the emphasis on short-term results. Frequently, the emphasis on a short-term outcome has a long-term consequence. For example, the takeover of one organization by another may bring short-term financial rewards. In the long-term, the takeover can result in many people losing their jobs. In another case, the short-term focus on stocks causes the organization to reduce investment in capital equipment and/or training of its people. This could have an adverse effect on the long-term survival of the business. The viewpoint of the organization must be targeted on the long-term future to stay in business. The advanced organization has a vision for the future with a strategic plan for achieving the vision.

The reward and recognition system must shift from individual merit to team performance systems. A team performance reward and recognition system provides the incentive for optimizing the results of teamwork to accomplish the mission. The team performance system should credit the individual's contributions to the success of

the team while at the same time providing a reward for effective teamwork. All reward and recognition systems should be geared to each individual team member wanting to contribute to the best of their abilities for the ultimate successful outcome of the team.

An education and training investment for everyone in the organization must be the cornerstone of any learning organization to persevere in today's environment. People must be developed through education and training with an eye toward the future. High growth labor markets demand people with specific higher-level education and skills. These conditions require organizations to adopt a viewpoint that people truly make the difference in the competitive world economic environment, and they must make an investment to create a lifelong learning system.

MANAGING FOR VICTORY Targets Results

MANAGING FOR VICTORY includes a flexible and responsive management approach able to act or react to all of the forces of tomorrow's economic world. VICTORY targets success for today and tomorrow. VICTORY achieves following results:

Raised revenues and market share

Enhanced productivity and quality

Support for the leadership

Useful systems, processes, and operations

Less cost and waste

Total customer satisfaction

Success for the organization

MANAGING FOR VICTORY PHILOSOPHY

The MANAGING FOR VICTORY philosophy encompasses a winning philosophy for any organization. The VICTORY philosophy stresses a systematic, integrated, consistent, organization-wide perspective. It includes the overall, general concepts for a customer caring, progressive, and excellent organization.

The philosophy focuses primary emphasis on the customer (both internal and external customers). The key is to care for customers. Customer care gets and keeps customers. The organization must listen to customers and/or the voice of customers. They must then drive their business processes for organizational excellence to satisfy their needs and expectations to get and keep customers.

The MANAGING FOR VICTORY philosophy requires a fundamental belief in the customer as the focus of all efforts in the organization. It requires a confidence in the working from the outside of the organization (customer) to develop excellence inside the organization. It advocates development of joint understanding of customer needs and expectations along with internal processes of the supplier's organization. The philosophy stresses a systematic, integrated, consistent, disciplined approach involving customers, process owners, and suppliers through all activities in the organization. Telecommunication and information systems make this integration required for victory management possible. Teams must be the organizational structure of choice with the customer as driver. The doctrine must empower teams to own their process enough to continuously perform and improve the process toward perfection. The philosophy must stress customer-centered metrics as the means to focus attention to meaningful outcomes for the customer. There must be basic belief in cooperation as the primary means to success. Also, rewards and recognition must be acknowledged as essential

elements. In addition, there must be a faith that designing in quality and long-term prevention is critical. Relationships are vital. Involvement of everyone and everything in a focused effort is essential. Leadership is a predominate value. Further, people development must be encouraged. The intense desire of everyone in the organization to nurture customer relationships is a critical point of view. Everyone must adopt this philosophy. Everyone in the organization must desire customer-driven results. Finally, the philosophy is based on an intense desire to achieve victory.

In summary, the MANAGING FOR VICTORY philosophy includes:

Pursue an organization-wide perspective (systems view)

Have a customer-driven focus

Institute continuous improvement of processes, product/service, and people

Lead with a progressive style

Orient everyone to drive toward perfection

Stress high performance

Observe customer-driven measurements/metrics

Promote product/service quality

Have all stakeholders involved in the victory process

Yearn for victory

THE MANAGING FOR VICTORY FOUNDATION

To Manage for VICTORY requires a foundation of ethics, integrity, and trust with open and honest communication. This is the key to unlocking the ultimate potential for VICTORY. An organization's potential for high performance in both good and bad times improves with a solid foundation of ethics, integrity, and trust. Figure 2 shows ethics, integrity and trust as the foundation with trust binding ethics and integrity. Communications is the link of the foundation into many other parts of the structure.

Each organization contemplating MANAGING FOR VICTORY should take the time to lay the foundation. Since everything builds on the foundation, ultimate success or failure depends on the foundation. Many organizations have forgotten this simple fact.

Any discussion of any management approach that does not include a presentation of integrity, ethics and trust would be greatly remiss; in fact, it would be incomplete. VICTORY is built on a foundation of integrity, ethics and trust. If VICTORY is to be achieved, these characteristics must be a vital part of the organization. VICTORY requires the active participation of everyone in the organization focusing on total customer satisfaction. Business is maintained and won through total customer satisfaction; it is not achieved by bad business practices or profit at any cost. This demands that everyone in the organization must have the highest standards of integrity, ethics, and trust in dealing with both internal and external customers.

Integrity, ethics and trust move together through the MANAGING FOR VICTORY environment. However, each element offers something different to achieving VICTORY.

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│          COMMUNICATION                │
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│  INTEGRITY   │    TRUST     │    ETHICS     │
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Figure 2 The foundation of MANAGING FOR VICTORY.

MANAGING FOR VICTORY Foundation Considerations

Foster openness, fairness, and sincerity

Operate with honesty

Use common sense

Nurture trust

Demonstrate appropriate behavior

Allow involvement by everyone

Teach right from wrong

Instill values into the organization

Only do to others what you would want done to you

Never compromise ethics, integrity, or trust

Ethics

Ethics is the discipline concerned with good and bad in any situation. Ethics is a two-faceted subject represented by organizational and individual ethics. In the case of organizational ethics, most organizations will establish a business code of ethics that outlines ethical guidelines, which all employees are required to adhere to in the performance of their work. Individual ethics includes personal rights or wrongs. They are concerned with legal, moral, contractual, business policies and individual dealings. A person should never do anything that goes against command media or that the person would not like done to him or herself.

Integrity

Integrity implies honesty, morals, values, fairness, adherence to the facts, and sincerity. This characteristic is what anyone in the organization and the customer (internal/external) expects and deserves to receive.

True nature cannot be disguised. People see the opposite of integrity as duplicity. MANAGING FOR VICTORY will not work in an atmosphere of duplicity. In a deceptive environment, the organization takes actions contrary to the philosophy and guiding principles required for VICTORY. If anyone in the organization perceives contrariness of thought or action, active involvement will not be accomplished. In addition, if the customer perceives the organization is guilty of duplicity, customer satisfaction will not be achieved and quite likely the customer's business will be lost.

Trust

Trust is a byproduct of integrity and ethical conduct. Trust is absolutely essential for MANAGING FOR VICTORY. Without trust, the framework for VICTORY cannot be built. Trust is important in all aspects of MANAGING FOR VICTORY including teamwork, improvement efforts and customer satisfaction. Trust starts with open and honest communication. This is necessary for involvement of the right people in the MANAGING FOR VICTORY process. Trust fosters full participation of all members. Trust allows empowerment that encourages pride of ownership. Trust encourages commitment.

Specifically for VICTORY, trust promotes teamwork and cooperation. Trust allows decision-making at appropriate levels in the organization. Trust fosters individual risk taking for total customer satisfaction. Trust helps ensure that measurements focus on improvement of process, and they are not used to control people. Trust is essential to ensuring total customer satisfaction.

Trust must be developed to remove the traditional conflicts in and outside an organization. Trust is necessary to change the adversarial relationships between company and union, management and labor, and different functions in the organization. It is especially critical between the organization and customers. Trust builds the cooperative environment essential for VICTORY.

Communication—The Vital Link

Communication is the most important tool in any organization. In a VICTORY organization, the scope and level of communication increases because VICTORY demands a free flow of information. The success of any organization demands communicating with and among all organization members, suppliers and customers. It requires frequent and effective communications with customers. It demands communication both inside and outside the organization. The organization needs information to understand the needs and expectations of the customer. They need information from each other to achieve organizational excellence. They rely on information from support teams. There must be constant communication between customers, process owners, managers, suppliers, other support teams, and the functional organization. Communication coupled with the sharing of the right information is vital.

The MANAGING FOR VICTORY Foundation Supports Change

A foundation of ethics, integrity, and trust provides a safe environment for change. The presence of a solid foundation is critical during change. The foundation not only supports but it also protects. It supports successful business systems. At the same time, the foundation protects the organization from an adverse environment.

In some organizations change may be necessary to establish the MANAGING FOR VICTORY foundation. In all organizations, change is required to implement a victory driven organization. VICTORY requires both the individual in the organization and the entire organization to change. As seen in this chapter, today's, and tomorrow's world demands change.

THE VICTORY FRAMEWORK

The MANAGING FOR VICTORY system framework requires a systematic, integrated, consistent, organization-wide perspective. This is the VICTORY model as shown in figure 3. All of the elements of VICTORY are absolutely essential for survival today and also get victories in the future. This VICTORY framework has the customer as the driver. The elements of VICTORY must be manifested in every aspect of the organization for organizational excellence. First, a vision provides the common purpose of the organization as viewed by top leadership and shared by everyone in the organization. Equally essential are the involvement of everyone and everything. This necessitates a systematic team-based organizational structure. Continuous improvement builds an excellence mindset for all systems and processes. Training, ownership, and recognition target the critical human element. People development through training, education, coaching, facilitating, and mentoring is a key. This discipline must be constantly provided for a learning organization. Ownership must be established to build professionalism, pride and commitment. Recognition and rewards must be systematized to reinforce desired behaviors and outcomes. In addition, everyone in the organization, especially leadership, must yearn for success. It includes the application of progressive leadership to achieve VICTORY.

MANAGING FOR VICTORY SYSTEM

Visioning creates a common focus

Involving everyone establishes a superior organization

Continuously improving achieves excellence

Training, educating, coaching, facilitating, and mentoring. develops a learning culture

Owning the work fosters empowerment

Recognizing and rewarding builds high performance

Yearning for VICTORY ensures success Customers drive victory

    Customers drive VICTORY

    Progressive Leaders guide VICTORY

Figure 3   VICTORY model.

<u>V</u>ICTORY -VISIONING CREATES A COMMON FOCUS

A common focus guides the organization to desired business results. There must be a constancy of purpose throughout the organization. The focus provides the common reason for joint action. When aligned in the organization, the vision, mission, values, goals, and plans provide a common purpose for all to follow. Visioning considerations include:

Focus on the future with a vision

Orient everyone toward a common mission

Communicate principles with a value statement

Use a strategic planning process

Set specific goals

Focus - Focus on the Future with a Vision

A vision is the organization's view of the future. It provides the focus for the journey of the organization. The vision provides a future state for the organization to strive to reach. The vision expresses the ultimate "image" of the organization in the future. It should reflect the continuous quest for excellence within the organization and constant pursuit to fulfill customer expectations. Vision considerations include:

View of the future

Institute the vision within the organization

Set the example through leadership

Include where the organization wants to go in the future

Orient toward customers

Nurture through constant communication

Focus - Orient Everyone toward a Common Mission

The mission describes the basic purpose and expected results of the organization. It sets the common purpose of the organization. For a corporation, the mission describes the corporate view of the role and function of the organization in satisfying customers' expectations today and in the future. For a public agency, mission derives from constitutional or legislative mandates and executive requirements. Mission statements further detail how the organization is going to fulfill its public mandate. For a business concern or public enterprise, the mission is a function of the view of what lies at the core of the organization. Mission considerations include:

Must be customer driven

Includes the purpose of the organization

Sets the common direction

Sets the expected results

Involves all stakeholders

Opens and maintains communications

Needs long-term orientation

Focus - Communicate Principles with a Value Statement

Values are important to guide the conduct of the organization. Values include the principles that the organization believes and follows. Values are the collective concept of what is important and what is "right" about the organization. Values derive from the ethics of the organization. Values lead organizational culture. Typically, values bring to the surface issues of honesty, trust, and integrity. They describe ways of communicating within the organization. They guide constructive relationships with the competition, suppliers, and customers. Values generally establish ground rules for producing on the promise of the organization. They support the quest for excellence. Values have to do with the rights and privileges of management and employees and set the tone for policy and procedure. For instance, if the organization values an internal communication system that designs and develops projects through "concurrent and parallel work," it states this value in its core value document. Values considerations include:

Views of what is right in the organization

Appears in peoples' organizational behaviors

Leads to organizational culture

Uses organizational ethics, honesty, integrity and trust

Encourages constructive relationships

Supports the quest for excellence

Focus - Use a Strategic Planning Process

Strategic Planning involves plans to make the organization's focus a reality. Strategic planning involves determining the gap between today and the future, and then deciding what needs to be done to get from where you are now to where you want to be in the future. Once the organization determines the gap, the organization takes action to achieve the future state. Strategic plan considerations include:

Provide understanding of where you are today

Learn where you want to go in the future

Analyze how to get from today to the future

Navigate to get to the future state

Focus – Seek Action

The strategic planning process is only valuable when the plan produces results. Many organizations either plan without action or they take action without proper planning. Both of these approaches can be bad for an organization. A VICTORY organization sees the value in proper planning and they provide the organizational culture, support, and systems to ensure actions focusing on the vision, mission and strategic objectives are the norm Act to make the plan a reality by:

Assigning accountability, responsibility and authority

Create a bias for action

Track progress

V̲ICTORY - INVOLVING EVERYONE ESTABLISHES A SUPERIOR ORGANIZATION

Total involvement of everyone in the organization requires a systematic team-based organization to focus on total customer satisfaction. Everyone means the entire organization including management, the entire workforce in the organization, suppliers, and customers. Involving everyone to establish a team-based organization considerations include:

Include everyone

Nurture a team-based organizational structure

Visualize synergy as the target

Open and share information

Launch teams throughout the organization

Verify teamwork regularly

Energize the organization/team constantly

Involve - Include Everyone

The entire organization must be working together toward a common vision. Everyone includes the entire organization, suppliers, and customers.

Management

Management ensures that the total organization is geared to achieve victory. They provide the focus of the organization. Management designs the processes that are used to perform the work. Management must provide an organization where people can perform to the best of their capabilities. This involves providing everyone with the means to do their specific process. In addition, management fosters the development of a sense of pride and ownership of processes. They empower the workforce. They invest in education and training. They guide cooperation and teamwork. They motivate actions through rewards and recognition. They guide the organization to victory. Managers' considerations include:

Manages systems and processes

Acts in a consistent manner

Nurtures workers involvement

Allows participative problem-solving and decision-making

Gives power to workers to perform processes

Encourages pride of workmanship

Removes barriers to work performance

Supports efforts

Workers in the organization

All the workers in the organization must be empowered to perform and improve their work with the intention of achieving excellence. In any successful organization, people are truly the most important resource. Therefore, people must be encouraged to be creative and innovative within all areas of their work. They must be allowed to make whatever changes are necessary within regulatory guidelines to perform the work and improve the system. In short, they must own their process. However, they also inform management so there are no surprises. Workers must be team players aware of both their individual and team contributions to achieving victory. Workers considerations include:

Work to perform and improve processes

Own their processes

Recommend improvements

Keep management informed

Encourage teamwork

Recognize individual and team contributions

Satisfy customers (internal and external)

Suppliers

Suppliers are important players in any organization. Suppliers must be integrated into the organization's processes. The organization must ensure that suppliers understand the requirements of the organization. They must have specifications and standards to assure consistent quality. Further, the organization must develop a continuing relationship with its suppliers to ensure long-term customer satisfaction. This should include win-win relationships. It must also include incentives for achieving excellence. Suppliers must feel like they are important by letting them participate in teams and integrating them into internal processes. Supplier considerations include:

Survey your supplier to see if they know your requirements

Use suppliers that consistently meet your standards

Partner with suppliers for mutual advantage

Provide incentives for suppliers

Let suppliers participate in appropriate teams

Integrate suppliers into internal processes

Expect excellence from suppliers

Reduce the number of suppliers

Customers

Customers or the customer's voice must also be integrated into the organizational processes. Customer considerations include:

Can make or break an organization

Unique needs and expectations

Set total customer satisfaction targets

Treat customers as special

Orient everyone in the organization with a customer focus

Make getting and keeping customers the goal

Engage the "voice" of the customer in product/service design

Relate to customers as long-term partners

Involve - Nurture a Team Based Organizational Structure

Today, teams are the organizational structure needed to meet the challenges of the global environment. High performing organizations require rapid, flexible response to beat the competition and achieve total customer satisfaction. This means the organization must be broken down into teams.

Teams with people working together for a common goal are absolutely essential to success. Teams maximize the use of human resources in the organization. Teams provide better decisions and the motivation to carry them out. Everyone can participate in a team. Relationships are nurtured for improved work coordination. Working together for a common goal leads to increased job satisfaction and rewards in the work itself. Teams foster freer contribution of information through more active communication. Further, the organization is thrust toward a common goal and an organization-wide perspective is fostered through teamwork. Teams provide the rapid, responsive organizational structure that is necessary for any organization to compete successfully in the ever-changing economic environment of today and the future. Team considerations include:

Teams are the organizational structure of choice

Emphasize the value of people

Acknowledge individual contributions

Make teams work

Involve - Visualize Synergy as the Target

One target of involvement is synergy. We visualize synergy as everyone working together in perfect harmony without conflict. The enemy of synergy is conflict. However, conflict exists whenever two or more people get together. Therefore, synergy focuses on managing conflict. Differences exist in every organization. These differences are an advantage to any organization that has learned to manage conflict. In addition, conflict can be positive and agreement may be negative. There are positive actions to manage conflict. The following are visualizing synergy as target considerations:

Observe differences as positive

Nurture conflict

Encourage conflict management actions to create synergy

Involve - Open and Share Information

Information is critical to success to any organization. This is especially true in a team-based organization. Information must be open and shared with everyone who has a use for it. The information must show the current status of the organization as well as projections for the future. It must provide an accurate and comprehensive picture of all supplier requirements, internal process performance, and satisfaction of customer needs and expectations.

Information sharing is critical to showing management's commitment. This requires management to open up all information channels. It sometimes helps for management to translate traditional management information into a form that makes it easier for everyone to understand what he or she needs to do.

Critical performance information must be predominately displayed to all people who need it. This type of information should be on charts that can be easily read and updated. When possible, the performance feedback should be constant and immediate. This must include all critical performance information in an organization. Performance feedback is essential to success. This requires a knowledge management action process that includes:

Support open and sharing information

Have a knowledge management team

Agree on a knowledge management strategy for the organization

Review all information in the organization

Establish an organization-wide system to institute knowledge management

Invo<u>l</u>ve - Launch Teams throughout Organization

A major part of involving everyone in a team-based organization is launching teams. It starts with the Executive Teams and works it way throughout the entire organization. Launching a team correctly can be the difference between success and failure. The launching a team action process can be summarized as follows:

Link the team to a vision

Assure that a team is appropriate

Understand the team makeup

Nurture the team

Consider planning meeting(s)

Hold team members accountable

Invol<u>ve</u> - Verify Teamwork Regularly

Periodically, the team should perform a teamwork self-assessment. Each team can develop their own assessment based on criteria for successful teams. A sample Teamwork Critique follows this paragraph. The teamwork assessment should be completed individually. Then the team should tabulate the results, evaluate specific areas for concern and discuss improvement. Specifically, effective teamwork involves the following:

Trust

Effective communication, especially listening

Attitude positive "can do"

Motivation to perform and improve

We mentality

Ownership of work with pride

Respect and consideration of others

Keeping focused on total customer satisfaction

Involve - Energize the Organization and Team Constantly

The team needs constant energy to move through the stages of team development. In addition, once high performance is achieved it must be maintained over the long-term. Performance is the result of having both the ability and motivation to do the task. The organization must continuously develop ability and motivation. Ability is influenced by communication and competence. Motivation depends on satisfying the needs of the individual members. Teams inherently satisfy some higher order needs such as the intrinsic needs of sense of belonging, feelings of accomplishment, improved self-esteem, and opportunities for personal growth. However, teams also require extrinsic rewards. Extrinsic rewards are important for long-term teamwork, but they must be appropriate for the desired outcomes. Before any rewards are instituted, they must be thoroughly analyzed to ensure fairness to everyone. The following provides guidelines to energize the team focusing on ability and motivation:

Establish communication and information flow

Nurture individual pride

Encourage a sense of belonging

Recognize contributions of individuals and team results

Give team rewards

Invest in training

Zealously promote teams

Enjoy the experience

VI<u>C</u>TORY - CONTINUOUSLY IMPROVING ACHIEVES EXCELLENCE

The continuous improvement of all systems in the organization is essential to driving organizational excellence. Continuous improvement of product, processes, and people in an organization is a never-ending pursuit. The organization drives continuous improvement through the establishment and maintenance of a continuous improvement system. A disciplined continuous improvement methodology is required for victory. The improvement methodology must be used continuously and consistently throughout the organization. Continuously improving to achieve excellence considerations include:

Establish an excellence policy

Xpect continuous improvement

Create process orientation

Establish improvement methodology

Learn improvement tools

Excel - Establish an Excellence Policy

While the vision, mission and values provide the common focus, the Excellence Policy provides the standard for organizational actions. The following is considerations to establish an Excellence Policy:

Provides the standard for excellence

Orients the organization to target excellence

Launches continuous improvement

Inspires excellence in the organization

Creates policy deployment throughout the organization

Yields excellence

Excel - Xpect Continuous Improvement

Continuous improvement is the cornerstone of an excellent organization. The organization needs to expect improvement in every process, every day by everyone. Xpect continuous improvement considerations include:

Institute a systems view

Make perfection a passion

Pursue continuous improvement of people, product and processes

Require metrics of critical areas of success

Operate using continuous improvement cycle

Verify results

Establish and maintain documentation

Excel - Create Process Orientation

The process is a fundamental element of any organization. Processes are how work gets done. Therefore, processes form one of the major focuses of continuous improvement. The organization creates a process orientation by first providing a process overview. In addition, process plans should be required of all major processes. Next, process performance is observed for obvious improvements. Then, process diagrams provide a view of the process. Benchmarks give an indication for making progress. Finally, the systemizing of process analysis and data analysis give the foundation for long-term improvement. Create process orientation considerations include:

Provide process overview

Require process plans

Observe process performance

Create process diagrams

Establish benchmarks

Systemize process analysis

Stress data analysis

Excel - Establish Improvement Methodology

Continuous improvement requires a disciplined approach using a proven improvement methodology. The discipline to use an improvement methodology is absolutely necessary for any high performance organization.

The improvement methodology system must accomplish three objectives. First, the system must bring processes under control. Second, the system must keep processes under control and make them capable. And lastly, the system must continuously improve the processes aimed toward the best target value. This involves continuously eliminating waste, simplifying processes, and solving process problems. It is a never-ending cycle.

The same improvement methodology must be used organization-wide. Therefore, it is important to establish a basic improvement methodology. Everyone can then be trained on the use of the basic improvement methodology. It is simpler to use the same improvement methodology consistently throughout the organization. The methodology can be modified as needed for each specific application. In addition with experience, certain steps can be omitted when appropriate. Finally, it is critical to document the process and results. Establish improvement methodology considerations include:

Make improvement methodology organization-wide

Establish a basic improvement methodology

Train everyone on use of improvement methodology

Have the same methodology for process improvement and problem-solving

Omit steps only when appropriate

Document the process

Excel - Learn Improvement Tools

Improvement tools help all people in the organization contribute to continuous improvement efforts. Besides selecting an improvement methodology, the selection of improvement tools is critical to making significant long-term improvements.

There are hundreds of tool and techniques for innovation and improvement. Some of the major tools and techniques are shown in Figure 4. From the list of tools, the organization needs to select both general tools for the entire organization and specialized tools for specific areas. When considering improvement tools for learning, the organization must decide the basic improvement tools for everyone. They must understand how the tools are used within the improvement methodology. Also, a support system must be operational. Once the organization has confidence in use of basic improvement methodology and tools, the organization can launch new tools for general use and specify specialized tools. Learn improvement tools considerations include:

Train everyone on basic improvement tools

Outline use of basic tools in improvement methodology

Organize support system

Launch new tools as appropriate

Specify specialized tools
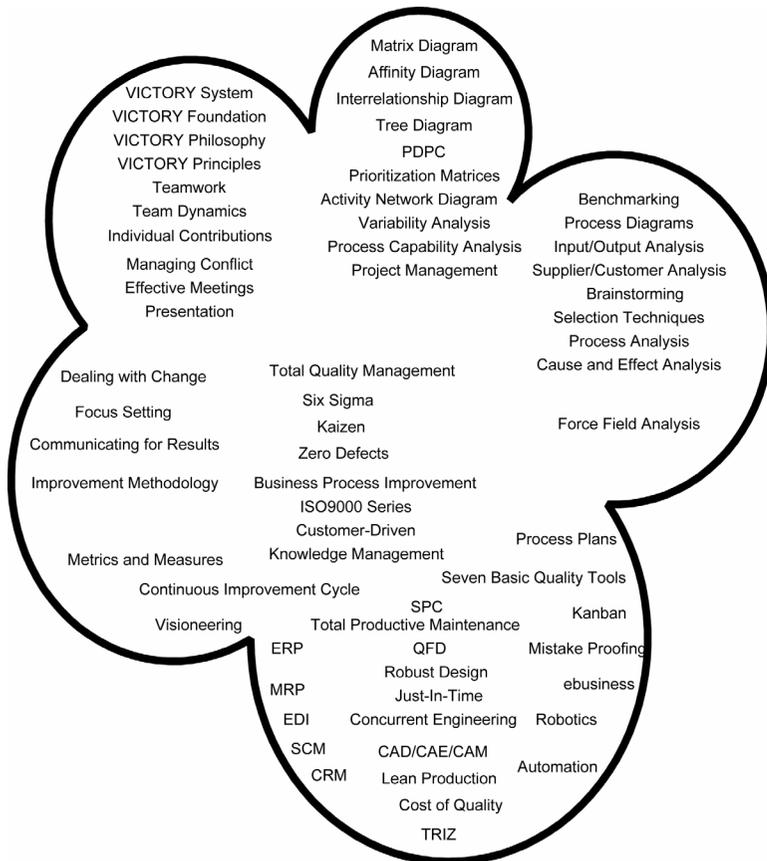
Figure 4 Improvement Tools.

VIC<u>T</u>ORY - TRAINING, EDUCATING, COACHING, FACILITATING, MENTORING DEVELOPS LEARNING CULTURE

A people development system must be instituted. People development is a never-ending process for everyone in the organization. This is an investment that must be made. People development provides the skills, knowledge and attitude -- the ability and willingness to make it happen. Ultimately, the performance of the people in the organization can make or break the organization. Training, educating, etc. to developing a learning culture considerations include:

Launch the learning organization

Establish a learning system

Allow self-development

Record development activities

Name development achievements

Learn - Launch the Learning Organization

The ultimate advantage of any organization comes from being a learning organization. A learning organization has the flexibility to adapt to the ever-changing environment. This requires organizational competence, as well as, a high degree of individual competence in the organization. Therefore, the target of any learning organization is competence. Competence is gained by knowledge, skills, application, and experience. In addition, competence is relevant within the organizational culture of a specific organization. Successful organizations launch a learning organization aiming at their specific organizational competence. The launch the learning organization action process includes:

Conceive a common view of ideal future organization

Outline a list of competencies required in your ideal organization

Make a list of competencies of high performers in the organization

Provide target competencies from the lists

Evaluate the Draft Competency Plan

Test some people in the organization

Evaluate results

Name the final list of competencies in Competency Plan

Test the competence of all people in the organization

Learn - Establish a Learning System

Once the learning organization understands competencies for success, the learning organization establishes a learning system. The learning system incorporates all of the necessary methods required to achieve competence. As a minimum, education, training, facilitation, and mentoring should be integrated into any organization's learning system. In addition, coaching, self-development activities, experimentation, and on-the-job training must be considered depending on the specific organization. The action process to establish a learning system includes:

Establish performance standards

Name development needs

Action plan to design learning system

Build a learning system

Let learning occur

Evaluate learning

Learn - Allow Self Development

Although the organization needs to launch and ultimately institute a learning system, the individual has the ultimate responsibility for his or her own development. In order for learning to be effective, it is important to make learning personal. The following is an action process for individual development:

Plan

Establish learning objectives and goals

Recognize priorities

Share plan with others

Obtain support

Normalize actions

Always focus on success

List progress

Learn - Record Development Activities

The high performing organization ensures growth of people by recording development activities. This requires the organization to establish and maintain a system for recording development activities. The development record system involves the following:

Review performance standards

Establish levels of development

Create a formal process to record development

Outline requirements

Record progress

Display progress

Lear<u>n</u> - Name Learning Achievements

The organization needs to be proactive in recognizing all learning accomplishments. This is necessary for learning of individuals, teams and the organization. The following process recognizes learning achievements:

Notify

Announce

Market

Escalate

VICT<u>O</u>RY - OWNING THE WORK PROCESS FOSTERS EMPOWERMENT

Ownership is critical to high performance results in the workplace. People in the organization must feel they own systems, processes, and their actual work. Ownership implies the ability to perform and improve systems, processes and the work itself. Everyone must have ownership of his or her work. It involves encouraging and empowering people to create ideas and make decisions. Ownership is important to ensure pride of workmanship. Ownership creates pride and commitment. Owning the work process to foster empowerment considerations include:

Organize for ownership

Walk the walk of empowerment

Nurture pride

Own - Organize for Ownership

Owners are more naturally oriented toward the customer. They understand customers can make or break the business. They take pride in their work. They realize the deliverable is a reflection of their personal image. They nurture relationships. They know the importance of business partnerships. They enjoy their work knowing they will receive the rewards for their efforts. They receive reward in the work itself by being in control of their performance. Organizing for ownership considerations include:

Choose the appropriate team-based organizational structure

Orient team toward business processes

Nourish teamwork

Take time to develop ownership

Recognize boundaries and potential of the team

Operate as an entrepreneur team

Let the team perform and manage itself

Own - Walk the Walk of Empowerment

Empowerment is an essential element of ownership. Besides control, ownership implies power. Empowerment means a person can do whatever is necessary within their area of responsibility, authority, and resources to perform or improve. You own what you have the power to do. This builds on an optimistic and positive approach of guiding people. People want to contribute and work hard, and management's job is to provide the environment where they can do so. The challenge is to find the balance between empowerment and control. Empowerment is the process of enabling employees at all levels to exercise wide discretion in meeting customer needs, both within and outside the organization. Control is the process of setting boundaries on that discretion, through guidelines, so that employees are clear on the extent of empowerment.

The organization's role in empowerment should be a supportive and enabling one. The organization develops their people's capacity to perform and assume more responsibility to serve the customer, whether inside or outside the organization. Organizations remove the barriers to empowerment and draw the boundaries of discretion for each employee. The empowerment process involves the gradual shifting of responsibility, authority, and resources to the people performing and improving the work. As the organization empowers the people, the whole organization improves. The action process for empowerment includes:

Prepare an understanding of current level of empowerment

Outline strategies to empower others

Write a plan to empower others

Encourage empowerment

Review boundaries

Ow<u>n</u> - Nurture Pride

Ownership requires nurturing pride. Pride gets commitment and commitment nurtures ownership. This is a never-ending cycle. The focus should be on pride. Pride strengthens commitment. Pride begins with an excellence environment. It requires a constant spotlight on value of the individual contribution to the mission. An investment in people maintains the momentum. The day-to-day progress is shown by visible displays. The entire system is continuously reinforced by the communication system. Nurturing pride considerations include:

Provide excellence work environment

Reinforce the value of individual contribution

Invest in people

Display progress

Establish pride communication system

VICTO<u>R</u>Y - RECOGNIZING AND REWARDING BUILDS HIGH PERFORMANCE

A recognition and reward system supports an excellent organization. The recognition and rewards system must foster appropriate behaviors and extraordinary actions to continuously improve the organization. Recognizing and rewarding to build high performance considerations include:

Satisfy people with the organizational environment

Act to create a recognition system

Take time for praise

Institutionalize celebrations

Systematize rewards

Foster rewards for teams

Yield high performance

<u>S</u>atisfy - Satisfy People with the Organizational Environment

In an ideal situation, the organizational environment satisfies the people in the organization. The people get survival, belonging, esteem and self-actualization while working in the organization. In fact, this is an ultimate goal for any organization pursuing victory. The organization creates an organization environment that satisfies the workforce while accomplishing the organization's goals.

People want to do an excellent job. They will focus on being the best if the proper organizational environment satisfies them. Many people think people just work for a paycheck. Employee satisfaction goes beyond his or her compensation package. In fact compensation is usually only an issue when the organizational environment does not satisfy the person. Many of the methods to satisfy employees require little or no money. The high performing organization does certain things to create a satisfying environment. First of all, the organization must truly value people. They act to make everyone feel they belong in the organization. They treat people fairly. They attend to the individual ego. Finally, the organization lets the individual fulfill his or her full potential. Satisfy people with the organizational environment considerations include:

Value people

Instill a sense of belonging

Treat people fairly

Attend to ego

Let fulfillment of full potential happen

Satisfy - Act To Create a Recognition System

Once the organization has a people-satisfying environment, the organization creates a recognition system to stimulate and maintain high performance.

Recognition is given for special or additional efforts. Recognition takes the form of praise or a celebration. Praise is the everyday method to reinforce the right behavior. Celebrations can be individual or group related to show appreciation for results or achievements. The recognition system of the organization must foster victory. They must constantly and immediately reinforce the customer focus, teamwork, individual contributions, continuous improvement, ownership, and progressive leadership behavior. Act to create a recognition system considerations include:

Realize that recognition is like a present

Encourage timely action

Catch people doing good

Orient forms of recognition toward the specific individual

Give recognition unconditionally

Nurture appropriate actions, achievement, and attitude

Include celebration, when appropriate

Zealously administer recognition

Empower managers to give recognition

Satisfy - Take Time for Praise

Praise is an effective means of recognition. Although praise from peers is welcome, praise is especially valuable when it comes from leaders or managers. You can never give enough praise nor can you ever get enough praise. However, in today's workplace praise is nominal to non-existent. This is why praise is a more powerful motivational tool today. Most people have not learned how to give praise. Praise must always be sincere. It must be given as soon as possible. It should focus on the behavior, not the person. Take time for praise action process includes:

Provide your observation

Reinforce the value of the behavior

Appreciate the person's effort

Instill a sense of importance

State your feelings

Encourage more of the same behavior

Satisfy - Institutionalize Celebrations

Celebrations are a potent tool for showing both individuals and teams appreciation for achievements. It is also an excellent way to instill enjoyment into the workplace. Further, celebrations provide a method to establish traditions.

Celebrations encourage success. They demonstrate appropriate achievements to more people than praise. In addition to the overall considerations for recognition, the organization needs to consider the organizational culture when celebrating. Celebrations should be appropriate for the organizational culture. In some organizations celebrations have become entitlements in the minds of many people in the organization. These celebrations can be considered as a resource for additional impact. However, it is difficult to eliminate or change these entitlements. In addition, the organization may consider using celebrations to foster change in the culture.

The celebration should reflect the magnitude of the achievement being celebrated. The celebration needs to emphasize the achievement. As many people as possible should be able to participate. The celebration should be fun. Besides having fun, the celebration should build enthusiasm for achieving the results. The celebration should respect individual differences. It is particularly important to ensure everyone involved in the achievement are acknowledged during the celebration. Celebrations must treat everyone consistently. Finally, the organization evaluates celebration as tradition.

Institute Celebration Considerations

Choose an appropriate celebration

Emphasize results or achievement

Let people participate

Encourage fun

Build enthusiasm

Respect individual differences

Acknowledge everyone involved, including support

Treat everyone consistently

Evaluate celebration as tradition

Satisfy - Systematize Rewards

Besides recognition, rewards must be instituted to support achieving the common purpose of the organization. Today's world mandates changes to the usual rewards systems because people are required to do work differently with new responsibilities. The reward system must match these new responsibilities with new incentives. Also, the reward system must be equitable and just for all people in the organization.

A reward is given for performance of some specific action or accomplishment. The organization rewards results and accomplishments. There are two types of rewards, extrinsic and intrinsic. Extrinsic rewards are given from an external source to the individual; and intrinsic rewards are internalized within the individual. Extrinsic rewards means doing something for a benefit. Intrinsic rewards are done just for the sake of doing it. Intrinsic rewards provide:

- Feelings of accomplishment
- Personal growth
- Improved self-esteem
- Sense of belonging

Many of the elements in victory management focus on intrinsic rewards. Intrinsic rewards are the essential motivation in high performance organizations. However, extrinsic rewards must always be a part of the holistic system. Extrinsic Rewards include:

- Compensation
- Promotion
- Benefits

The compensation system is part of any reward system. There are many types of compensation systems. Each one has its advantages and disadvantages. Each organization must decide on a compensation system that fits their needs. The compensation system must support victory. Typically, gain sharing programs provide ownership and therefore more commitment to high performance. There are

many gain sharing programs to include: profit sharing, stock options, and employee ownership. Further, pay for performance bonus programs are effective for motivating people to go beyond just doing a job to high performance.

Also, the promotion program supports victory. Promotions must be from within as much as possible. The organization develops leaders, managers and workers to become competent in their own organizational environment. Promotions from within keep everyone motivated to grow.

Benefits are part of the total compensation package. Today, benefits are increasing in importance. Many people have special needs from a benefit package. The organization needs to have flexibility to provide varying benefits to get and keep the best people.

The first step in a reward system must be to determine what should be rewarded. There must be a performance linked to the reward. Rewards should not only be directed from the top, they should come from recommendations throughout the organization. The organization must understand the value and limitations of monetary incentives. The reward system needs to be monitored and redesigned as necessary to meet the organization's objectives. The reward system must differentiate performers. Everyone should have the same opportunities. However, star performers, average performers and low performers should never get the same rewards. Systemize rewards considerations include:

Recognize what should be rewarded

Emphasize the performance reward link

Welcome recommendations from everyone

Acknowledge the value and limitations of monetary incentives

Redesign as necessary

Differentiate performers

Satis<u>f</u>y - Foster Rewards For Teams

Rewards for teams can be looked at as fuel for the team. The tank needs to be filled in the beginning with intrinsic rewards. As the team progresses, the tank must be refilled constantly with intrinsic and extrinsic rewards. All of the intrinsic and extrinsic rewards for individuals are available for teams. However, rewards for teams have additional considerations. These include:

Formulate reward based on team achievement

Understand everyone does not contribute equally

Empower the team to distribute the reward

Let the reward match the teams

Satisfy - Yield High Performance

The recognition and reward systems must yield high performance. If the organization is not performing to high expectations, the organization evaluates all the elements of VICTORY including the recognition and reward systems. As part of evaluating the recognition and reward systems the organization considers:

Yearning for high performance

Investment in recognition and reward systems

Evaluation of recognition and reward systems

Listening to people in the organization

Delegating as much as possible

VICTOR<u>Y</u> - YEARNING FOR VICTORY ENSURES SUCCESS

Leadership must have an intense desire to win. In addition, the people in the organization must believe enough in their leaders to devote their energies toward the vision of the leader. This requires both leaders and followers to make the personal commitment necessary for success. Yearning for victory to ensure success considerations include:

Support change

Use passion

Choose to deal with difficult issues

Create progressive thinking

Encourage calculated risk

Study and learn from success and failure

Seek optimum technology

Success - Support Change

In all organizations, change is a constant for success. Success requires both the individual in the organization and the entire organization to constantly change. As seen in chapter one, today and tomorrow's world demands change.

Change focuses on improvement. The change process demonstrates to people in the organization that the change does work. Also, it proves that it is better for them and the organization than the old way. Support change action process includes:

Communicate

Have structured activities

Acknowledge people's concerns

Nurture individual differences

Get focused on real issues by setting priorities

Encourage creativity and innovation

Set a positive example

Success - Use Passion

Passion is essential for success. Passion makes the organization committed, enthusiastic, loving, sparkling, zealous, positive, and fervent. Passion is determines the organization's environment. People in the organization, especially leaders, must demonstrate appropriate passion. Use passion considerations include:

Pursue commitment

Act with enthusiasm

Stimulate love of customers

Spark the spirit for progress

Instill zeal for perfection

Obsess with a positive attitude

Nurture fervor for success

Su<u>cc</u>ess – Choose to Deal with Difficult Issues

Successful organizations choose to deal with difficult issues. They view difficult issues as a challenge. Choose to deal with difficult issues action process includes:

Define the difficult issue

Envision the outcomes you expect to achieve

Action plan

Lead to resolve the issue

Success - Create Progressive Thinking

Progressive thinking is key element of any growing organization. They understand the need to constantly move forward. Create progressive thinking action process involves:

Taking time to regularly monitor the environment

Having structured activities for systematic progress

Involving all key stakeholders

Nurturing the need progressive thinking

Knowing the status of progress

Success - Encourage Calculated Risk

Risk is the critical element in achieving any progress in any organization. Encourage calculated risk taking action process includes:

Recognize the risk

Investigate the risk issue

Seek actions to manage the risk

Keep track of progress toward achieving a plan

Success - Study and Learn From Success and Failure

Best organizations learn from other organizations. Study and learn from success and failure considerations include:

Systemize a process to learn from others

Team with other organizations

Use information from various sources

Discover lessons from your organization

Yearn to mine for gems in success and failures

Success - Seek Optimum Technology

Technology is a major differentiator in world-class organizations. **Seek to optimize technology considerations include:**

Target the right customers

Expand into global markets

Capture customer needs and expectations

Have customer or customer's voice as driver

Nurture total view of customer

Own total customer satisfaction

Listen to customers

Operate business processes

Guide operation excellence

Yield results

CUSTOMERS DRIVE VICTORY

Customers are the focus of the organization. Without customers and the organization's ability to fulfill customers' needs, there will be no organization. Customers can make or break an organization. They drive the organization with unique needs and expectations. They set requirements for their satisfaction. The customer dictates product quality and service quality. The customer determines on-time delivery. The customer is the driver of all the organization's processes. The customer defines organizational excellence. Therefore, the customer drives everything within the organization. Customer diving victory considerations include:

Can make or break an organization

Unique needs and expectations

Set total customer satisfaction targets

Treat customers as special

Orient everyone in the organization with a customer focus

Make getting and keeping customers the goal

Encourage the "voice" of the customer in product/service design

Relate to customers as long-term partners

Customer - Can Make or Break Organization

The customer allows the organization to exist. This is true of every organization (profit or non-profit), company, partnership, sole proprietorship, department, function, group, or team. Without customers and the organization's ability to fulfill customer's needs, there will be no organization. Customers' influences profit. They pay the wages of the organization's employees. The customer brings into being the organizational structure. It is the customer that dictates product quality and service quality. The customer determines inventory. It is the customer that determines on-time delivery. The customer defines performance of the organization. The customer pulls all the organization's processes. The customer defines organizational excellence. Therefore, the customer drives everything for the organization.

Since the customer ultimately makes or breaks the organization, the focus on profit as the primary purpose of an organization is obsolete. The successful organization strives to meet customer expectations through the continuous improvement of processes, people, and product focusing on total customer satisfaction. This promotes the use of best business practices, which leads to excellent organizational systems. This provides total customer satisfaction. The chain reaction starts with customer expectations, with total customer satisfaction the focus of all efforts. This results in a successful organization. The definition of success varies organization by organization. It can mean survival, growth, profits, return on investment, the stockholder dividends, etc. The view of total customer satisfaction applies to both the external and the internal customers. The entire organization must be aimed at satisfying the ultimate user of the product or services. Within the organization, each process pleases the next process in the chain. Everyone works with an internal supplier and customer relationship to improve their process

for total customer satisfaction of both internal and external customers.

In summary, customer can make or break the organization. The customer is the reason for the existence of any organization. They expect satisfaction. Customers allow payments. They set quality standards. Customers receive the output of the organization's processes. Therefore, customers drive the organization. Customers can make or break organization considerations include:

Reason for existence

Expects satisfaction of needs

Allows payments, including wages

Sets product quality and service quality

Obtains output of processes

Needs to be driver of the organization

Customer - Unique Needs and Expectations

Each customer and each organization is different. Therefore, in order to focus on total customer satisfaction, the organization must know customer(s), know itself, know competition and know products/services. By knowing its customers, the organization focuses the development of relationships to keep and gain customers both internal and external. By knowing itself, the organization understands what it can do to satisfy its customers. By knowing the product/service, it allows the organization to position the deliverable to maximize total customer satisfaction. By knowing the competition, targets can be established for gaining advantages in the marketplace.

In addition, the organization queries customers. Further, the organization uses the information and continuously evaluates results. The organization asks "What can we do to satisfying customers?"

Each customer has unique wants, needs, expectations, desires, requirements and experience. These inputs drive the organization to achieve total customer satisfaction. Customer unique needs and expectations action process includes:

Understand your customer and your organization

Note you and your competitions' offerings

Identify customer drivers

Query customers

Use information

Evaluate results

Customer - Set Total Customer Satisfaction Targets

As stated earlier, the target for any organization is total customer satisfaction. Customers are the only ones who can determine total customer satisfaction. In order to know if the customer is satisfied, intense interaction and observation is necessary. Only through interaction, observation, communication, especially listening, and measurement can the organization determine total customer satisfaction. The organization must use every means available to set total customer satisfaction targets.

It is important to keep in mind that the target is total customer satisfaction. Customer satisfaction implies fulfilling the customer's needs and expectations, and not just providing the product or service. By going beyond just servicing customers, you will satisfy both yourself and your customers.

Therefore, the organization needs to establish metrics of total customer satisfaction with the customer driving the total satisfaction metrics. The total customer satisfaction considerations provide a starting point for defining total customer satisfaction metrics.

Total Customer Satisfaction Considerations

Service and product quality

Adaptability

Time, speed and responsiveness

Integration with customer's systems

Support

Flexibility

Availability

Consistency

Technology

Involvement of customer

Optimization of business processes

Needs and expectations

Customer - Treat Customers as Special

Your customers deserve to be treated as special. Managing the relationship with the customer is crucial. Relationships demand continuous attention. You need to be responsive and respectful to the customer at all times. Ultimately, as in all relationships, communications is the key.

The organization treats customers as special by spending time with the customer. The organization keeps promises. The old adage under-promise and over-deliver goes a long way in making a customer feel special. The organization shows understanding of the customer by empathizing with the customer. In addition, the organization needs to demonstrate caring for the customer by paying personal attention to special needs and expectations. Above all, the customer must be made to feel important. This is where communication, especially listening, is essential. The customer needs to be involved in as many aspects of the product as possible. Support must be available to help the customer with the product or service after it is received. Responsiveness is the key to continuing the relationship. The organization must be able to respond to the needs of the customer in any situation. The following are considerations for treating customers special:

Spend time with your customer

Provide what you promise

Empathize with your customer

Care for your customer

Insure your customer(s) feel important

Attend to your customer

Listen to your customer

Customer - Orient Everyone in the Organization with a Customer Focus

Everyone in the organization must have a customer focus. The organization must focus on customer satisfaction of both internal and external customers. Each process is the customer of the next process. These are the internal customers. If each internal customer satisfies the next internal customer while focusing on external customer satisfaction, the ultimate customer -- the external customer -- will be satisfied.

The organization needs to adopt a customer-focused organizational culture. This is a culture where everyone in the organization is driven by customer value. In order to build a customer-focused organizational culture, customers need to be included in internal process planning. In addition, the organization should create opportunities for customer interaction. Orient everyone in the organization with a customer focus considerations include:

Adopt a customer-focus organizational culture

Include customers in internal process planning

Maximize customer interaction

Customer - Make Getting and Keeping Customers the Goal

The main goal of any business is getting and keeping customers. This is the essence of any organization. Organizations must get and keep customer to survive and thrive.

In order to get customers, you must first have a product or service worth paying for. The organization must provide some benefit to a customer and the benefit must have value to the customer. This requires understanding the customer's needs and expectations, determining how to meet those needs and expectations, and delivering total customer satisfaction.

Get Customers

Viewing deliverables from the customers' standpoint

Aiming for the right customers

Looking to establish organizational excellence

Understanding your customers

Ensuring it is easy for any customer to do business with you

Keep Customers

Many organizations focus most of their efforts on getting customers. The cost is substantially higher getting customers than keeping them. Once an organization has a customer base, the organization needs to spend time and money keeping customers and growing revenue with current customers. The essence of keeping customers is truly caring for your customers. You must care for your customers. Care means you have unconditional acceptance of your customer as your customer. You want to share with your customers. You want to please your customers. You want mutual trust and respect with your customer. You want to have a relationship with your customer. You want your customer to accept you as you accept them. You want your customer to win when you win.

When your organization consists of one person, caring for the customer depends entirely on you. Organizations usually have more than one person. Therefore the challenge is assuring that each person in the organization cares for customers in the same consistent manner as an owner. The following provides guidelines for keeping customers:

Communicate, especially listen

Attend to customer satisfaction

Respect the customer

Encourage long-term constructive relationships

Customer - Engage the "Voice" of the Customer in Product/Service Design

Customers drive the future of any organization. Therefore, the organization must engage customers in the product/service design. They define quality—total customer satisfaction. In many cases, organizations are missing this simple truth. As a result, these companies are providing the wrong product and services because these organizations have taken the customer out of design and development activities. They focus on pushing the product or service on the customer, rather than the customer pulling a product or service out of the organization. The organization should:

Design in quality as defined by the customer

Require customer or customer voice on design team

Include both external and internal customers

Visualize "perfect" product/service

Evaluate own capabilities

Review the deliverable(s)

Custome<u>r</u> - Relate to Customers as a Long Term Partner

Like all relationships, customer relationships require long term commitment. This commitment is like a marriage. Ultimately, as in all marriages, communication is the key. The sale begins the marriage. How good the marriage depends on how well the relationship is managed by the seller. The relationship determines the extent of the business. Whether there will be continued or expanded business or troubles and divorce, and whether costs or profits increase. Relate to customer as long term partner considerations include:

Manage the relationship

Attend to needs and expectations

Respond to changes

Respect the customer

Yearn for communication

PROGRESSIVE LEADERS GUIDE THE ORGANIZATION TO VICTORY

Leadership is essential for any successful organization. VICTORY advocates progressive leadership. Progressive Leaders set the example. They influence the organization's people to achieve a common focus. Progressive Leaders act to build a team-based organization. They drive excellence. They empower and develop others. Progressive Leaders reinforce progress. Progress leaders leading the organization to VICTORY considerations include:

Lead others by their example

Establish a common purpose

Act to build a superior organization

Drive excellence

Enhance others

Reinforce progress

Leader - Lead by Example

As a leader, one of your most important roles is to inspire others to work toward a common purpose. To do this requires you to create and maintain an organizational environment conducive to success. The example the leader sets in an organization has a great influence on the organization. The leader's characteristics, and especially the leader's behaviors, have a great impact on the success of the organization.

The progressive leader must continuously demonstrate behaviors the leader wants from others in the organization. The leader must show commitment and support to guide the organization. The leader cannot just pay lip service. The leader cannot practice deception. The leader must display commitment and support through appropriate words and actions. The leader must "talk the talk," "walk the walk," and "walk the talk." The following are considerations to lead by example:

Influence others

Nurture trust

Show high standards

Pursue constructive relationships

Invite open and honest communication

Respect others' points of view

Encourage change

Leader - Establish a Common Purpose

The progressive leader establishes the common purpose of the organization. There must be a constancy of purpose throughout the organization. The focus provides the common reason for joint action by everyone in the organization. The progressive leader provides the When aligned in the organization, the vision, mission, and values provide a common purpose for all to follow. The focus is contained in the vision, mission, and values of the organization. Chapter 3 includes more guidelines on vision, mission and values. The following are considerations to establish a common focus:

Pursue a common purpose

Unite the organization to the common purpose

Reinforce through communication

Pursue with mind, heart and resources

Orient toward the customer

Share purpose with everyone

Establish a forward thinking process

Leader - Act to Develop Superior Organization

A superior organization starts with teams. Teams have cooperative relationships, open communication, group problem solving, and consensus decision-making. Team can only work in an environment of honesty, trust, open communication, individual involvement, pride of workmanship, and commitment. The leader acts to develop an organization where team members trust each other to do whatever is necessary within their defined boundaries. Problem solving and decision-making are natural activities. Effective, open, and full communication, especially listening, is prolific. The leader and the members possess a positive "can do" attitude even during difficult times. Building a superior organization considerations include:

Orient toward a participative organization

Recognize individual contributions

Guide the organization's development

Adapt teams

Nurture team differences

Institutionalize teamwork

Zealously communicate success

Establish support system

Leader - Drive Excellence

Leaders drive continuous improvement through the establishment and maintenance of a continuous improvement system. A disciplined continuous improvement methodology is required for victory. The improvement methodology must be used continuously and consistently throughout the organization. The focus of a disciplined improvement methodology must be the continuous improvement of the organization. The following are consideration to drive excellence:

Pursue perfection

Recognize the value of people in the system

Orient toward system

Clarify expected results

Establish a continuous improvement system

Strengthen relationships

Support the system

Lead<u>e</u>r - Enhance Others

The progressive leader accomplishes the common purpose of the organization by enhancing others. The progressive leader must learn how to gradually empower others in the organization to increase his or her effectiveness. As the leader empowers others the whole organization improves. The following are considerations to enhance others:

Pursue the best in everyone

Empower others

Remove boundaries

Formulate performance objectives

Orient people toward competence

Require continuous learning

Monitor results

Lead**er** - Reinforce Progress

A progressive leader accomplishes the common purpose through the performance of others. The following are considerations to reinforce progress.

Reach for superior performance

Encourage positives

Score performance

Use visuals

Learn from people's concerns

Treat everyone as key to progress

Systematize recognition and rewards

This guide outlines the basic foundation for MANAGING FOR VICTORY. It is important for you to understand these basic concepts. You need to decide which elements you can champion and the elements you cannot support. For instance, the VICTORY philosophy outlined in this book incorporates many essential beliefs for a successful organization. This is the basic philosophy used to start on the road to victory. However, each organization needs to have its' own "victory" philosophy. You need to know what you believe before you can get others to follow. You need to adapt these ideas to you own situation and take action to achieve victory.

The action process that follows will guide you through the process of getting you started on the victory journey. As part of this action process you establish your own Victory philosophy. You will be surprised that with just a simple understanding of your management beliefs, you will become a better manager and leader. As a result, you and your organization will benefit with success.

Recognize your success philosophy

Examine your foundation for success

Assess your organization

Determine your readiness

Yearn to continue to achieve victory

Action Process Worksheet

1. **R**ecognize your success philosophy.

    a. List your view of a perfect manager

    b. From this view of a perfect manager "what basic beliefs are necessary for being a perfect manager?

    c. Compare your basic beliefs with the victory philosophy in this book.

    d. Create your initial victory philosophy.

    e. Evaluate your victory philosophy considering your current situation, i.e. organization culture, organization management philosophy and current position in the organization

    f. Clarify your victory philosophy.

2. **E**xamine your foundation for success.

    a. Determine inappropriate practices or behaviors

    b. Identify what you now do to establish the foundation

    c. Create an Action Plan for creating victory practices

3. **A**ssess your organization

    a. Fill-out VICTORY Assessment at www.thebusinesscoach.org.

    b. Complete Report Card.

    c. Discuss with others i.e. business coach, mentor, friend, confidant, spouse, and so on as you feel comfortable.

4.   **D**etermine your readiness.

Are You Ready?

ITEM	NO	YES
Is there enough time to achieve success?		
Is there a business reason to strive for VICTORY?		
Is there a sense of urgency for change or improvement?		
Can the organization deal with change?		
Does top management (leadership) support the need for change?		
Does the organization have the ability and willingness to succeed?		
Can the organization embrace VICTORY model?		
Is the organization willing to embrace a customer driven approach?		
Are there sufficient champions willing to make necessary changes?		
Is the organization willing to create a vision, mission and values focused on success?		
Is leadership willing to involve people in high performing teams?		
Can an appropriate continuous improvement system be established in the entire organization?		
Is management willing to invest the funds, time and resources necessary for people development?		
Is management able to develop the trust necessary to allow people to take ownership for their work?		
Is leadership willing to install appropriate recognition and reward system to foster expected behaviors and results?		
Is management willing and able to commit support and funding to achieve results?		

5. **Y**earn to continue to achieve victory

    a.   Determine your next steps.

    b.   Initiate an Action Plan.

Action Plan

Action	Start	Complete

INTRODUCTION TO MANAGING FOR VICTORY™

LEARN THE SYSTEM TO ACHIEVE SUCCESS FOR ANY ORGANIZATION

This is an overview of the MANAGING FOR VICTORY System. The system includes practical, proven processes in a simple to understand acrostics based format to dramatically innovate your organization's management system.

MANAGING FOR VICTORY shows you how:

Visioning creates a common focus

Involving everyone establishes a superior organization

Continuously improving achieves excellence

Training, educating, coaching, facilitating, mentoring develops a learning culture

Owning the work process fosters empowerment

Recognizing and rewarding builds high performance

Yearning for victory ensures success
Customers drive VICTORY
Progressive leaders guide the organization to VICTORY.

This VICTORY Guide provides:

- ➢ 3 major reasons for using MANAGING FOR VICTORY System
- ➢ 10 essential beliefs of the philosophy
- ➢ 5 critical element of foundation
- ➢ 3 other methods for decision making
- ➢ 9 requirements of the VICTORY framework with considerations
- ➢ and more!