

**MANAGING FOR VICTORY  
ACROSTICS  
FOR A PRACTICAL MANAGEMENT  
SYSTEM**

**VICTORY GUIDE**

James H. Saylor

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# FORWARD

The MANAGING FOR VICTORY management system is the result of over 30 years of continuous improvement. Over the 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:

**V**isioning creates a common focus

**I**nvolving everyone establishes a superior organization

**C**ontinuously improving achieves excellence

**T**raining, educating, coaching, facilitating, mentoring develops a learning culture

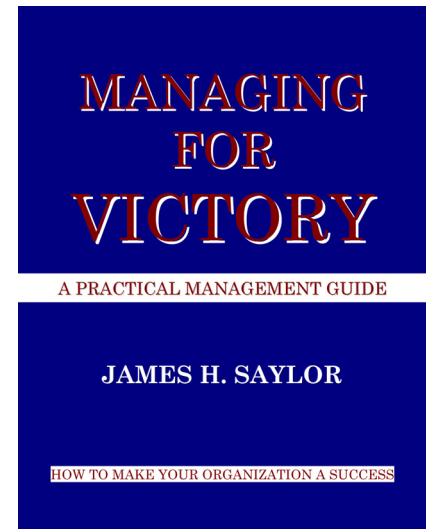
**O**wning the work fosters empowerment

**R**ecognizing and rewarding builds high performance

**Y**earning ensures success

Customers drive VICTORY

Progressive Leaders guiding the organization to VICTORY





# MANAGING FOR VICTORY FRAMEWORK

**V**isioning creates a common focus

**I**nvolving everyone establishes a superior organization

**C**ontinuously improving achieves excellence

**T**raining, educating, coaching, facilitating, and mentoring  
develops a learning culture

**O**wning the work fosters empowerment

**R**ecognizing and rewarding builds high performance

**Y**earning for VICTORY ensures success

**P**rogressive Leaders guide the organization to VICTORY

**C**ustomer(s) drive VICTORY

# VICTORY RESULTS

**R**aised revenues and market share

**E**nhanced productivity and quality

**S**upport for the leadership

**U**seful systems, processes, and operations

**L**ess cost and waste

**T**otal customer satisfaction

**S**uccess for the organization

# MANAGING FOR VICTORY PHILOSOPHY

**P**ursue an organization-wide perspective (systems view)

**H**ave a customer-driven focus

**I**nstitute continuous improvement of processes, product/service, and people

**L**ead with a progressive style

**O**rient everyone to drive toward perfection

**S**tress high performance

**O**bserve customer-driven measurements/metrics

**P**romote product/service quality

**H**ave all stakeholders involved in the victory process

**Y**earn for VICTORY

# MANAGING FOR VICTORY FOUNDATION

**F**osters openness, fairness, and sincerity

**O**perates with honesty

**U**ses common sense

**N**urtures trust

**D**emonstrates appropriate behavior

**A**llows involvement by everyone

**T**eaches right from wrong

**I**nstills values into the organization

**O**nly do to others what you would want done to you

**N**ever compromises ethics, integrity, or trust

# **ARE YOU READY FOR MANAGING FOR VICTORY**

**R**ecognize your success philosophy

**E**xamine your foundation for success

**A**ssess your organization

**D**etermine your readiness

**Y**earn to continue to achieve VICTORY

## **CUSTOMERS DRIVE VICTORY**

**C**an make or break an organization

**U**nique needs and expectations

**S**et total customer satisfaction targets

**T**reat customers as special

**O**rient everyone in the organization with a customer focus

**M**ake getting and keeping customers the goal

**E**ngage the “voice” of the customer in product/service design

**R**elate to customers as long-term partners



# **CUSTOMERS CAN MAKE OR BREAK AN ORGANIZATION**

**Reasons 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**

# **CUSTOMERS HAVE UNIQUE NEEDS AND EXPECTATIONS**

**U**nderstand your customer and your organization

**N**ote you and your competitors' offerings

**I**dentify customer drivers

**Q**uery customers

**U**se information

**E**valuate results

# TOTAL CUSTOMER SATISFACTION

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

## **TREAT CUSTOMERS AS 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**

# **ORIENT EVERYONE IN ORGANIZATION WITH A CUSTOMER FOCUS**

**A**dopt a customer-focus organizational culture

**I**nclude customers in internal process planning

**M**aximize customer interaction

# GETTING CUSTOMERS

**V**iewing deliverables from the customers' standpoint

**A**iming for the right customers

**L**ooking to establish organizational excellence

**U**nderstanding your customers

**E**nsuring it is easy for any customer to do business with you

# LEARN FROM YOUR CUSTOMER PROCESS

**Listen**

**Empathize**

**Acknowledge**

**Respond**

**Negotiate**

# **NEGOTIATE WITH YOUR CUSTOMER PROCESS**

**A**ttend

**G**ather

**R**eview

**E**stablish

**E**valuate



## **KEEPING CUSTOMERS**

**C**ommunicate, especially listen

**A**ttend to customer satisfaction

**R**espect the customer

**E**ncourage long-term constructive relationships

# COMMUNICATE

Clarify the message

Observe body language

Maintain everyone's self-esteem

Make your point short and simple

Understand others' points of view

Nurture others' feelings

Involve yourself in the message

Comprehend the message

Attend to the message of others

Talk judiciously

Emphasize listening

## **EFFECTIVE FEEDBACK**

**F**oster an environment conducive to sharing feedback

**E**ncourage feedback as a matter of routine

**E**stablish guidelines for providing feedback

**D**iscuss all unclear communications, paraphrase and summarize

**B**e direct with feedback

**A**sk questions to get a better understanding

**C**onsider "real" feelings of team members

**K**eep focused on the mission

## ACTIVE LISTENING

Let others convey their message

Involve yourself in the message

Summarize and paraphrase frequently

Talk only to clarify

Empathize with others' views

Nurture active listening skills

## **THE CUSTOMER IS WORTHY OF HIGH REGARD**

**R**espond to your customer(s)

**E**mpathize with your customer(s)

**S**pend time with your customer(s)

**P**roduce for your customer(s)

**E**ncourage your customer(s)

**C**are for your customer(s)

**T**alk to your customer(s)

## **CUSTOMER AS DRIVER**

**D**esign in quality as defined by the customer

**R**equire customer or customer voice on design team

**I**nclude both external and internal customers

**V**isualize “perfect” product/service

**E**valuate own capabilities

**R**eview the deliverable(s)

# ENCOURAGE LONG-TERM CONSTRUCTIVE RELATIONSHIPS

**M**anage the relationship

**A**ttend to needs and expectations

**R**espond to changes

**R**espect the customer

**Y**earn for communication

## WINNING CUSTOMERS' ACTION PROCESS

**W**rite a customer focus statement

**I**ntegrate the customer and/or customer voice into the organization

**N**ame customer needs and expectations

**N**ormalize customer metrics

**E**valuate organizational performance based on customer metrics

**R**eview, revise, refine and revisit continually



## **VISIONING CREATES A COMMON FOCUS**

**F**ocus on the future with a vision

**O**rient everyone toward a common mission

**C**ommunicate principles with a value statement

**U**se a strategic planning process

**S**et specific goals

# VISION

**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**

# MISSION

**M**ust be customer driven

**I**ncludes the purpose of the organization

**S**ets the common direction

**S**ets the expected results

**I**nvolves all stakeholders

**O**pens and maintains communications

**N**eeds long-term orientation

# VALUES

**V**iews of what is right in the organization

**A**ppears in peoples' organizational behaviors

**L**eads to organizational culture

**U**ses organizational ethics, honesty, integrity and trust

**E**ncourages constructive relationships

**S**upports the quest for excellence

# STRATEGIC PLAN

**P**rovide understanding of where you are today

**L**earn where you want to go in the future

**A**nalyze how to get from today to the future

**N**avigate to get to the future state

# **ORGANIZATIONAL CULTURE IMPORTANCE**

**C**ommunications, internal and external

**U**nity for cooperation and teamwork

**L**eadership and followship styles

**T**ime and urgency factors

**U**niqueness in the marketplace

**R**elationships

**E**ffectiveness, efficiency, productivity, and quality

## **STRATEGIES FOR SUCCESS**

**S**trong leadership everywhere in the organization

**T**eams as the organizational structure of choice

**R**eengineer processes

**A**utomation and technology

**T**rain and educate continuously

**E**liminate variation, defects, and errors

**G**oals focus on vital areas

**I**nnovate better than the competition

**E**mpower everyone to perform and improve the process

**S**atisfying customers becomes the primary purpose of the organization

## GOALS

**G**ear to specific results—defined within parameters

**O**bserve by measurement—be able to check outcome

**A**ttain success—challenging, but realistic

**L**imit to specific time—include time boundaries

**S**et by process owner(s)—let people closest to process set the goal



## GOAL SETTING PRINCIPLES

**P**rovide specific targets; state exact outcome(s) or behaviors

**R**ecognize and reward results

**I**nvolve the stakeholder or stakeholders in goal setting

**N**urture individual differences

**C**ommit to the goal

**I**ntegrate goal setting into day-to-day operations

**P**ursue challenging goals

**L**imit the number of goals to a manageable amount

**E**ncourage feedback on goals

**S**ystematize goal setting

## **FOCUS ACTION PROCESS**

**Imagine your view of your organization's victory (strategic focus).**

**Name a strategic objective for your strategic focus.**

**Target a metric to evaluate your strategic objective.**

**Examine the problems, issues and opportunities to achieve the strategic objective.**

**Name the tactics necessary to achieve the strategic objective.**

**Target one tactic to achieve the strategic objective?**

**Identify a specific goal to achieve the tactic.**

**Outline actions to achieve the goal.**

**Navigate the action plan until achieve goal.**

# **INVOLVING EVERYONE ESTABLISHES A WINNING ORGANIZATION**

**I**nclude everyone

**N**urture a team-based organizational structure

**V**isualize synergy as the target

**O**pen and share information

**L**aunch teams throughout the organization

**V**erify teamwork regularly

**E**nergize the organization/team constantly

# MANAGERS

**M**anage systems and processes

**A**ct in a consistent manner

**N**urture workers involvement

**A**llow participative problem-solving and decision-making

**G**ive power to workers to perform processes

**E**ncourage pride of workmanship

**R**emove barriers to work performance

**S**upport efforts

# WORKERS

**W**ork to perform and improve processes

**O**wn their processes

**R**ecommend improvements

**K**eep management informed

**E**ncourage teamwork

**R**ecognize individual and team contributions

**S**atisfy customers (internal and external)

## **SUPPLIERS**

**S**urvey your supplier to see if they know your requirements

**U**se suppliers that consistently meet your standards

**P**artner with suppliers for mutual advantage

**P**rovide incentives for suppliers

**L**et suppliers participate in appropriate teams

**I**ntegrate suppliers into internal processes

**E**xpect excellence from suppliers

**R**educe the number of suppliers

# CUSTOMERS

**C**an make or break an organization

**U**nique needs and expectations

**S**et total customer satisfaction targets

**T**reat customers as special

**O**rient everyone in the organization with a customer focus

**M**ake getting and keeping customers the goal

**E**ngage the “voice” of the customer in product/service design

**R**elate to customers as long-term partners

# TEAM

**T**eams are the organizational structure of choice

**E**mphasize the value of people

**A**cknowledge individual contributions

**M**ake teams work



## **BENEFITS OF TEAMS**

**B**etter decisions and motivation

**E**veryone can participate

**N**urtures improved work relationships

**E**ncourages rewards in work itself

**F**reer contribution of information

**I**ncreased communication

**T**hrusts an organization toward common focus

**S**upports an organization wide perspective

## **EMPHASIZE THE VALUE OF PEOPLE**

**P**ursue a positive work environment

**E**ncourage participation by everyone

**O**pen communication

**P**rovide an organizational system that meets individual needs

**L**et people perform

**E**nhance trust, cooperation, and teamwork

# **ACKNOWLEDGE INDIVIDUAL CONTRIBUTIONS**

**I**nstill pride of workmanship

**N**urture individual self-esteem

**D**evelop an atmosphere of trust and encouragement

**I**nvolve everyone

**V**isualize a common purpose

**I**mprove everything

**D**emand effective and open communications

**U**se recognition and rewards

**A**llow creativity and innovation

**L**ead by example

# TEAMWORK

**T**rust

**E**ffective communication, especially listening

**A**ttitude positive "can do"

**M**otivation to perform and improve

**W**e mentality

**O**wnership of work with pride

**R**espect and consideration of others

**K**eeping focused on total customer satisfaction

## **KEY PRINCIPLES OF TEAMWORK**

**Keep** focused on the mission; not on the person

**Encourage** open communication and active listening

**Yearn** for constructive relationships

# **BASIC PRINCIPLES OF TEAMWORK**

**Pursue** team environment

**Recognize** and reward the individual and the team

**Involve** all team members

**Nurture** the self-esteem of all team members

**Communicate** freely and openly

**Include** individuality

**Pursue** constructive relationships

**Lead** by example

**Encourage** ideas from all team members

**Stay** focused on the mission

## **TEAM ROLES AND RESPONSIBILITIES**

**R**esults expected - outcome(s) from each team member

**O**wnership - including the amount of control

**L**imits of resources - funds, equipment, and people

**E**mpowerment with amount of authority

**S**tandards focusing on customer satisfaction

## VISUALIZE SYNERGY AS TARGET

**O**bserve differences as positive

**N**urture conflict

**E**ncourage conflict management actions to create synergy



## **OBSERVE DIFFERENCES AS POSITIVE**

**C**ultures and background

**O**pinions

**N**eeds and expectations

**F**acts and perceptions

**L**evels, departments, and organizations

**I**nterests, personalities, and egos

**C**ompetencies, knowledge, and skills

**T**argets, missions, goals, and objectives

## **CONTROL CONFLICT**

- C**ooperate rather than compete
- O**rient toward the issue; not the person
- N**egotiate win/win solutions
- T**ake an organization-wide perspective
- R**ecognize conflict as natural
- O**bserve empathy with other's views
- L**imit perceived status differences

## **SYMPTOMS OF CONFLICT OR GROUPTHINK**

**S**topping open communication

**Y**ielding to win/lose solutions

**M**aking little movement toward solution

**P**ressure to stop challenges

**T**aking sides (we/they)

**O**bserving no building on suggestions

**M**embers silent

**S**topping any resistance

## **CONFLICT CAN BE POSITIVE**

**P**ursues win/win situations

**O**bserves other's point of view

**S**hows open communication

**I**nstills an organization-wide view

**T**akes personalities out of the issue

**I**nvites trust and involvement

**V**iews the entire issue

**E**xamines different sides of an issue

## **AGREEMENT CAN BE NEGATIVE – ACTIONS TO OVERCOME**

**A**ppoint a devil's advocate

**G**et open discussion on all issues

**R**ecognize the impact of status differences

**E**xamine all agreement without resistance

**E**valuate all views/sides of the issue

## **CONFLICT MANAGEMENT ACTIONS TO CREATE SYNERGY**

**A**void "face-saving" situations

**C**ontinuously self-examine attitudes

**T**arget win/win solutions

**I**nvolve everyone

**O**bserve the limits of argument

**N**urture differences of opinion

**S**upport constructive relationships

## **MOTIVATE TEAM MEMBERS**

**M**ake it clear that the goal is shared

**O**rient, develop, and integrate team members

**T**hink and speak we

**I**nstitute internal team rewards and recognition

**V**alue individual contributions

**A**void frequent changes of team members

**T**ake time to develop relationships

**E**ncourage sense of belonging

## **MAINTAIN AND BUILD THE SELF-ESTEEM OF TEAM MEMBERS**

**E**stablish an environment in which an individual feels his/her self-worth is important to performance.

**S**tay focused on the mission; do not make it personal

**T**reat each person as you want to be treated

**E**ncourage individual contributions

**E**nsure individual recognition and reward

**M**otivate, communicate, involve, and develop



# KNOWLEDGE MANAGEMENT ACTION PROCESS

**S**upport open and sharing information

**H**ave a knowledge management team

**A**gree on a knowledge management strategy for the organization

**R**eview all information in the organization

**E**stablish an organization-wide system to institute knowledge management

## **ENERGIZE THE ORGANIZATION AND TEAM**

**E**stablish communication and information flow

**N**urture individual pride

**E**ncourage a sense of belonging

**R**ecognize contributions of individuals and team results

**G**ive team rewards

**I**nvest in training

**Z**ealously promote teams

**E**njoy the experience

## **LAUNCHING A TEAM ACTION PROCESS**

**L**ink the team to a vision

**A**ssure that a team is appropriate

**U**nderstand the team makeup

**N**urture the team

**C**onsider planning meeting(s)

**H**old team members accountable

# **CONTINUOUSLY IMPROVING ACHIEVES EXCELLENCE**

**E**stablish an excellence policy

**X**pect continuous improvement

**C**reate process orientation

**E**stablish improvement methodology

**L**earn improvement tools

## **EXCELLENCE POLICY**

**P**rovides the standard for excellence

**O**rients the organization to target excellence

**L**aunches continuous improvement

**I**nspires excellence in the organization

**C**reates policy deployment throughout the organization

**Y**ields excellence

## **XPECT CONTINUOUS IMPROVEMENT**

**I**nstitute a systems view

**M**ake perfection a passion

**P**ursue continuous improvement of people, product and processes

**R**equire metrics of critical areas of success

**O**perate using continuous improvement cycle

**V**erify results

**E**stablish and maintain documentation

## **INSTITUTE SYSTEMS VIEW**

**S**tate the complete organizational system

**Y**earn to know interrelationships of organizational subsystems

**S**hare systems view throughout the organization

**T**reat each organizational development opportunity as a system

**E**mphasize the impact of people in the system

**M**ake the most use of information systems and technology

## **MAKE PERFECTION A PASSION**

**P**ursue perfection

**A**gree on a view of perfection

**S**et perfection targets

**S**pecify perfection in standards

**I**nstitute perfection

**O**bserve indicators for perfection

**N**urture passion for perfection



## **REQUIRE METRICS OF CRITICAL AREAS OF SUCCESS**

**M**eaningful to the customer (internal/external)

**E**stablishes appropriate action

**T**ells how well the organization is performing

**R**epeatable over a period of time

**I**ndicates a trend

**C**lear operational definition

**S**imple to collect

# CONTINUOUS IMPROVEMENT CYCLE

**C**larify the focus

**Y**earn to discover all improvement opportunities

**C**hoose improvement opportunities

**L**aunch improvements

**E**valuate results

## **VERIFY RESULTS**

**M**ake measures meaningful

**E**mphasize business results

**A**dopt objective measures

**S**pecify subjective measures

**U**nderstand consequences of measures

**R**einforce positives of measures

**E**liminate unnecessary measures

# **ESTABLISH AND MAINTAIN DOCUMENTATION**

**Define the system**

**Outline the organization**

**Clarify the goals of the system**

**Understand key processes**

**Make a documentation plan**

**Establish documents**

**Need records**

**Temper documentation**

# CREATE PROCESS ORIENTATION

**P**rovide process overview

**R**equire process plans

**O**bserve process performance

**C**reate process diagrams

**E**stablish benchmarks

**S**ystemize process analysis

**S**tress data analysis

# PROCESS PERFORMANCE INDICATORS

Items defective

Number of changes, orders, transactions, errors, customers,  
and so-on

Delivery times

Items available

Characteristics of quality

Accuracy

Time to process, order, respond, test, inspect, assemble, design,  
and so-on

Orders complete

Reliability

Satisfied customers

## **ESTABLISH IMPROVEMENT METHODOLOGY**

**M**ake improvement methodology organization-wide

**E**stablish a basic improvement methodology

**T**rain everyone on use of improvement methodology

**H**ave the same methodology for process improvement and problem-solving

**O**mit steps only when appropriate

**D**ocument the process

# BASIC IMPROVEMENT METHODOLOGY

**I**dentify the opportunity

**M**easure an opportunity for improvement

**P**robe the selected opportunity

**R**equire improvement

**O**perate the new way

**V**erify results

**E**ncourage continuous improvement



## LEARN IMPROVEMENT TOOLS

**T**rain everyone on basic improvement tools

**O**utline use of basic tools in improvement methodology

**O**rganize support system

**L**aunch new tools as appropriate

**S**pecify specialized tools

# BRAINSTORMING

**B**ring out the most ideas in the shortest time

**R**educe the need to give right answers

**A**llow the group to have fun

**I**ncrease involvement and participation

**N**urture positive thinking

**S**olicit varying ideas and concepts

**T**emper negative attitudes

**O**mit criticism and evaluation of ideas

**R**esult and improve solutions

**M**aximize the attainment of goals

## **BRAINSTORMING RULES**

**R**ecord all ideas

**U**se free wheeling ideas

**L**imit judgment until later

**E**ncourage participation by everyone

**S**olicit quantity

## **PROCESS DIAGRAM**

**D**isplays the details of a process

**I**dentifies process interrelationships

**A**llows an analysis of the results of a process

**G**ives a graphic display of a process

**R**eexamines roles, responsibilities, and interrelationships

**A**ssesses the elements that impact process performance

**M**easures process performance

# BENCHMARKING

**B**uilds a target for improvement efforts

**E**mphasizes desired outcomes

**N**urtures competitiveness

**C**reates a desire to be the best

**H**olds the organization together while striving for excellence

**M**easures critical areas

**A**nalyzes critical areas against the best

**R**einforces continuous improvement

**K**eeps everyone moving toward excellence

## SELECTION ACTION PROCESS

Select a technique

Establish criteria

List issues, problems, opportunities, or alternatives

Evaluate the list using the criteria

Communicate until the team reaches an understanding

Trade off ideas

Involve everyone affected

Obtain consensus

Nurture the decision

## **SELECTION CRITERIA**

**C**ost

**R**esources

**I**mportance

**T**ime

**E**ffect

**R**isk

**I**ntegration with organization's objectives

**A**uthority

## CONSENSUS

**C**ommunicate, especially listen to everyone's point of view

**O**pen team members' minds to new ideas

**N**urture the feelings and ideas of all team members

**S**hare information

**E**ncourage participation

**N**urture discussion; don't vote or agree too quickly

**S**upport ideas that are best for everyone

**U**nderstand that differences are a strength

**S**eek a win/win outcomes



# METRICS

**M**eaningful to the customer

**E**stablish appropriate actions

**T**ells how the process is performing

**R**epeatable over a period of time

**I**ndicates a trend

**C**lear operational definitions

**S**imple to collect

# PROCESS ANALYSIS

**Simplify**

**Modify**

**Accelerate**

**Remove**

**Trade-off**

**Eliminate**

**Reengineer, redesign, or reorganize**

# DATA ANALYSIS

**Seek factual data**

**Treat statistics as factual**

**Allow use of statistics everywhere in the organization**

**Temper conclusions with common sense**

**Identify tools for collecting, sorting, charting, and analyzing data**

**Sort and resort data to focus**

**Target smaller and smaller samples to funnel data**

**Interpret data to find root causes**

**Chart data when appropriate**

**Seek alternatives and solutions using data**

# **TRAINING, EDUCATING, COACHING, FACILITATING, AND MENTORING DEVELOPS LEARNING CULTURE**

**Launch the learning organization**

**Establish a learning system**

**Allow self-development**

**Record development activities**

**Name learning achievements**

# **LAUNCH THE LEARNING ORGANIZATION ACTION PROCESS**

**C**onceive a common view of ideal future organization

**O**utline a list of competencies required in your ideal organization

**M**ake a list of competencies of high performers in the organization

**P**rovide target competencies from the lists

**E**valuate the Draft Competency Plan

**T**est some people in the organization

**E**valuate results

**N**ame the final list of competencies in Competency Plan

**T**est the competence of all people in the organization

# **ESTABLISH A LEARNING SYSTEM ACTION PROCESS**

**E**stablish performance standards

**N**ame development needs

**A**ction plan to design learning system

**B**uild a learning system

**L**et learning occur

**E**valuate learning

# TRAINING

**T**ell what is expected, the specific need for training, and what is in it for them

**R**eview frequently and differently to ensure retention

**A**pply training to “real” world

**I**nvolve all participants and include life experiences

**N**urture individual differences in learning styles i.e. see, hear, do

# ON-THE-JOB TRAINING PROCESS

Introduce the process

**D**emonstrate properly

**E**ncourage practice

**A**ttend to the positive

**L**et trainee perform



# COACH

**C**oax answers

**O**wnership remains with the individual or organization

**A**ssess the “real” situation

**C**ommend the positive, build on strengths, and eliminate weaknesses

**H**elps the individual or organization stretch expectations

## **FACILITATE**

**F**ocus on shared purpose

**A**ssist with the application of principles, methodology, tools, and techniques

**C**oach as appropriate before and after meetings

**I**nteract during sessions when appropriate and necessary

**L**et the people add the content

**I**ntervene to help manage conflict

**T**rain specific skills, tools, and techniques

**A**ssess performance

**T**ake the initiative to make things right without imposing own will

**E**ncourage open communication and active listening

# MENTOR

**M**aster that is a role model for others

**E**nlightens on organizational culture based on experience

**N**urtures the progress of the team leader and team

**T**eaches life or organizational lessons

**O**rients toward what is best for the organization

**R**eferees organizational issues between team leader or team  
and organization

# INDIVIDUAL DEVELOPMENT ACTION PROCESS

**Plan**

**Establish learning objectives and goals**

**Recognize priorities**

**Share plan with others**

**Obtain support**

**Normalize actions**

**Always focus on success**

**List progress**

## **RECORD DEVELOPMENT ACTIVITIES**

**Review performance standards**

**Establish levels of development**

**Create a formal process to record development**

**Outline requirements**

**Record progress**

**Display progress**

# **NAME LEARNING ACHIEVEMENTS**

**Notify**

**Announce**

**Market**

**Escalate**

## **DEVELOP INDIVIDUAL COMPETENCE WITHIN AN ORGANIZATION ACTION PROCESS**

**D**efine competencies for success

**E**stablish development requirements

**V**alidate development needs

**E**nable development

**L**earn to learn

**O**bserve progress

**P**ursue lifelong learning

# **OWNING THE WORK PROCESS FOSTERS EMPOWERMENT ACTION PROCESS**

**Organize for ownership**

**Walk the walk of empowerment**

**Nurture pride**



## **OWNER**

**O**riented toward the customer

**W**orks with pride

**N**urtures relationship

**E**njoys his or her work

**R**eceives reward in the work itself

## **ORGANIZING FOR OWNERSHIP**

**C**hoose the appropriate team-based organizational structure

**O**rient team toward business processes

**N**ourish teamwork

**T**ake time to develop ownership

**R**ecognize boundaries and potential of the team

**O**perate as an entrepreneur/intrapreneur team

**L**et the team perform and manage itself

## **EMPOWERED PEOPLE**

**E**nergize themselves and others

**M**ake things better and better

**P**romote teamwork

**O**wn their work

**W**ork on vital issues

**E**ncourage open and honest communication

**R**ecognize achievements

**E**njoy their work

**D**evote themselves to continuous improvement

# **WALK THE WALK OF EMPOWERMENT ACTION PROCESS**

**P**repare an understanding of current level of empowerment

**O**utline strategies to empower others

**W**rite a plan to empower others

**E**ncourage empowerment

**R**eview boundaries

## **STRATEGIES TO EMPOWER OTHERS**

**E**ncourage broader paradigms

**M**aximize cross-training

**P**ress perceived boundaries

**O**pen external boundaries

**W**ork to manage multiple boundaries

**E**ncourage diversity

**R**ecord boundaries of empowerment

## **NURTURE PRIDE**

**P**rovide excellence work environment

**R**einforce the value of individual contribution

**I**nvest in people

**D**isplay progress

**E**stablish pride communication system

# **EXCELLENCE ENVIRONMENT ACTION PROCESS**

**I**magine the excellence environment

**M**ake a plan to create the environment

**A**ct to install the excellence environment

**G**ive resources to let people get it done

**E**stablish the discipline to maintain the excellence environment

# EXCELLENCE ENVIRONMENT

**E**mpowering

**N**urturing relationships

**V**isionary

**I**nnovating

**R**ewarding, renewing

**O**pening opportunities

**N**urturing pride

**M**eaningful

**E**nterprising

**N**urturing openness and honesty

**T**rusting



## **REINFORCE THE VALUE OF INDIVIDUAL CONTRIBUTION**

**S**pecify positive contributions

**E**liminate negative influences

**L**imit personal criticism by focusing on mission

**F**ocus on “good” accomplishments

# INVEST IN PEOPLE

**I**nclude everyone

**N**ame someone as “voice of the people”

**V**alidate people as important to organization

**E**mphasize participation in growth

**S**ystemize people development

**T**reat people development as investment not expense

# DISPLAY PROGRESS ACTION PROCESS

**V**isualize success

**I**nvolve stakeholders

**S**et up standards, procedures, work instructions

**I**ntegrate metrics, measures, scorecards, etc.

**B**uild charts, graphs, reports, etc.

**L**imit visible displays to those that are essential

**E**valuate impact tangible and intangible

## **ESTABLISH PRIDE COMMUNICATION SYSTEM**

**I**dentify outcomes

**N**urture appropriate behaviors

**C**ommunicate achievements

**E**ncourage competition

**N**ame winners and constantly encourage development

**T**reat winners as heroes

# COMMITMENT TO SUCCESS ACTION PROCESS

Care about your work

Observe control

Manage boundaries

Maximize potential

Identify progress

Take pride in accomplishments

# RECOGNIZING AND REWARDING TO BUILD HIGH PERFORMANCE

**S**atisfy people with the organizational environment

**A**ct to create a recognition system

**T**ake time for praise

**I**nstitutionalize celebrations

**S**ystematize rewards

**F**oster rewards for teams

**Y**ield high performance

# **SATISFY PEOPLE WITH THE ORGANIZATIONAL ENVIRONMENT**

**Value people**

**Instill a sense of belonging**

**Treat people fairly**

**Attend to ego**

**Let fulfillment of full potential happen**

## VALUE PEOPLE

- R**espect people's contributions
- E**mpathize with work concerns
- S**ympathize with personal problems
- O**btain suggestions
- U**nderstand reality of job security
- R**eward competitive wages
- C**reate interesting work
- E**ncourage promotion from within



## **INSTILL A SENSE OF BELONGING**

**B**ecome a “in” group

**E**ncourage friendly relationships

**L**et everyone participate

**O**rient toward positive personal approval

**N**ourish collaboration

**G**ive each other support

## **TREAT PEOPLE FAIRLY**

**F**oster kindness

**A**ssure life balance

**I**nstitute non-discriminatory practices

**R**emain consistent

## **ATTEND TO EGO**

**E**ndow eminence

**G**ive sincere praise

**O**bserve extraordinary efforts

# LET FULFILLMENT OF FULL POTENTIAL HAPPEN

**G**ive opportunities for development

**R**emove barriers

**O**btain happiness

**W**elcome competition

## **DEVELOP A RECOGNITION SYSTEM**

**R**ealize that recognition is like a present

**E**ncourage timely action

**C**atch people doing good

**O**rient forms of recognition toward the specific individual

**G**ive recognition unconditionally

**N**urture appropriate actions, achievement, and attitude

**I**nclude celebration, when appropriate

**Z**ealously administer recognition

**E**mpower managers to give recognition

## **GIVING PRAISE ACTION PROCESS**

**P**rovide your observation

**R**einforce the value of the behavior

**A**ppreciate the person's effort

**I**nstill a sense of importance

**S**tate your feelings

**E**ncourage more of the same behavior

# **CELEBRATE**

**C**hoose an appropriate celebration

**E**mphasize results or achievement

**L**et people participate

**E**ncourage fun

**B**uild enthusiasm

**R**espect individual differences

**A**cknowledge everyone involved, including support

**T**reat everyone consistently

**E**valuate celebration as tradition

## **SYSTEMIZE REWARDS**

**R**ecognize what should be rewarded

**E**mphasize the performance reward link

**W**elcome recommendations from everyone

**A**cknowledge the value and limitations of monetary incentives

**R**edesign as necessary

**D**ifferentiate performers



## **FOSTER REWARDS FOR TEAMS**

**F**ormulate reward based on team achievement

**U**nderstand everyone does not contribute equally

**E**mpower the team to distribute the reward

**L**et the reward match the teams

# **YIELD HIGH PERFORMANCE**

**Y**earn for high performance

**I**nvest in recognition and reward systems

**E**valuate recognition and reward systems

**L**isten to people in the organization

**D**elegate as much as possible

# **OPTIMIZE YOUR CONTRIBUTION TO ORGANIZATION'S SUCCESS ACTION PROCESS**

**F**ocus on the positive

**U**nlearn negatives

**L**isten to others

**F**ormulate a success book

**I**magine your perfect work

**L**aunch the mission everyday

**L**et others praise you

# **YEARNING FOR VICTORY ENSURES SUCCESS**

**S**upport change

**U**se passion

**C**hoose to deal with difficult issues

**C**reate progressive thinking

**E**ncourage calculated risk

**S**tudy and learn from success and failure

**S**eek optimum technology

## **SUPPORT CHANGE ACTION PROCESS**

**C**ommunicate

**H**ave structured activities

**A**cknowledge people's concerns

**N**urture individual differences

**G**et focused on real issues by setting priorities

**E**ncourage creativity and innovation

**S**et a positive example

## USE PASSION

**P**ursue commitment

**A**ct with enthusiasm

**S**timulate love of customers

**S**park the spirit for progress

**I**nstill zeal for perfection

**O**bsess with a positive attitude

**N**urture fervor for success

# **CHOOSE TO DEAL WITH DIFFICULT ISSUES ACTION PROCESS**

**Define the difficult issue**

**Envision the outcomes you expect to achieve**

**Action plan**

**Lead to resolve the issue**

## **CREATE PROGRESSIVE THINKING ACTION PROCESS**

**T**ake time to regularly monitor the environment

**H**ave structured activities for systematic progress

**I**nvolve all key stakeholders

**N**urture the need progressive thinking

**K**now the status of progress



## **ENCOURAGE CALCULATED RISK TAKING ACTION PROCESS**

**R**ecognize the risk

**I**nvestigate the risk issue

**S**eek actions to manage the risk

**K**eep track of progress toward achieving a plan

# **STUDY AND LEARN FROM SUCCESS AND FAILURE ACTION PROCESS**

**S**ystemize a process to learn from others

**T**eam with other organizations

**U**se information from various sources

**D**iscover lessons from your organization

**Y**earn to mine for gems in success and failures

# **SYSTEM TO LEARN FROM OTHERS**

**Investigate**

**Name**

**Talk**

**Examine**

**Learn**

## **SEEK TO OPTIMIZE TECHNOLOGY ACTION PROCESS**

**T**arget the right customers

**E**xpand into global markets

**C**apture customer needs and expectations

**H**ave customer or customer's voice as driver

**N**urture total view of customer

**O**wn total customer satisfaction

**L**isten to customers

**O**perate business processes

**G**uide operation excellence

**Y**ield results

# **PRODUCING SUCCESS PRACTICES ACTION PROCESS**

**A**ssess organization

**U**nderstand failure practices

**D**etermine success practices

**I**nstitute action plan to start success practice

**T**each success practices

# PROGRESSIVE LEADER GUIDE VICTORY

Lead by example

Establish a common purpose

Act to develop a superior organization

Drive excellence

Enhance others

Reinforce progress

## **LEAD BY EXAMPLE**

**I**nfluence others

**N**urture trust

**S**how high standards

**P**ursue constructive relationships

**I**nvite open and honest communication

**R**espect others' points of view

**E**ncourage change

## **ESTABLISH A COMMON FOCUS**

**P**ursue a common purpose

**U**nite the organization to the common purpose

**R**einforce through communication

**P**ursue with mind, heart and resources

**O**rient toward the customer

**S**hare purpose with everyone

**E**stablish a forward thinking process



## **ACT TO BUILD A SUPERIOR ORGANIZATION**

**O**rient toward a participative organization

**R**ecognize individual contributions

**G**uide the organization's development

**A**dapt teams

**N**urture team differences

**I**nstitutionalize teamwork

**Z**ealously communicate success

**E**stablish support system

## **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**

## **ENHANCE OTHERS**

**P**ursue the best in everyone

**E**mpower others

**R**emove boundaries

**F**ormulate performance objectives

**O**rient people toward competence

**R**equire continuous learning

**M**onitor results

## **REINFORCE PROGRESS**

**R**each for superior performance

**E**ncourage positives

**S**core performance

**U**se visuals

**L**earn from people's concerns

**T**reat everyone as key to progress

**S**ystematize recognition and rewards

# **BECOME A COMPETENT PROGRESSIVE LEADER**

**B**elieve you are leader

**E**stablish yourself in leadership position

**C**omplete progressive leader assessment

**O**utline a leadership improvement plan

**M**aximize your learning opportunities

**E**mphasize leadership progress

## **CONDUCT EFFECTIVE MEETINGS**

**M**ake a focus statement

**E**nsure that team meeting roles are assigned and understood

**E**nsure that the team uses an agenda

**T**ake time to prepare, participate and perform

## **CONSTRUCT A CODE OF CONDUCT**

**C**onsiders "how" meetings are conducted

**O**pens communication

**D**one by consensus

**E**ach team makes its own

# CODE OF CONDUCT ISSUES

**C**ommitment

**O**wners of meeting roles

**N**egotiation process

**D**ecision-making method(s)

**U**nity

**C**ommunications

**T**ime



## CODE OF CONDUCT EXAMPLE

**R**ely on facts, not opinions

**U**nderstand others' points of view

**L**isten actively to all ideas

**E**ncourage team members

**S**ubmit assignments on time

**C**ome to meetings on time

**O**rient toward customer satisfaction

**N**ever gossip about the meeting or team

**D**ecide as much as possible by consensus

**U**se and build on everyone's ideas

**C**onduct the meeting using an agenda

**T**ake the time to self-critique the meeting

## MEETING FOCUS STATEMENT

**F**ocus of the entire meeting

**O**utput expected for the meeting

**C**lear, concise, simple statement

**U**nderstood by everyone in the team

**S**et by the team

## **MEETING AGENDA**

**A**cts as team meeting guide

**G**ets the meeting's desired outcome(s)

**E**ncourages effective and efficient meetings

**N**urtures a focused team meeting

**D**ocuments key team activities

**A**cts to stimulate progress

## **BEFORE THE MEETING**

**B**rainstorm ideas

**E**valuate what you know

**F**ormulate alternatives

**O**rient toward one alternative

**R**eview agenda

**E**nsure you complete assignments

## **DURING THE MEETING**

**D**isplay cooperation and teamwork

**U**nderstand viewpoint of others

**R**emain focused

**I**nvolve yourself

**N**urture others' ideas

**G**o for win/win solutions

## **SPEAK DURING THE MEETING**

**Share** information, but be concise

**Plan** what you are going to say

**Encourage** building of ideas

**Avoid** personal remarks

**Keep** remarks focused on subject

## **LISTEN DURING THE MEETING**

**L**et other person convey his/her message

**I**nvolve yourself in others' message

**S**ummarize and paraphrase frequently

**T**alk only to clarify

**E**mpathize with other people

**N**urture active listening skills

## **COOPERATE DURING THE MEETING**

**C**onsider self-esteem of others

**O**perate within the team

**O**bserve others' actions

**P**ursue a common focus

**E**stablish open communications

**R**ecognize individual contributions

**A**llow positive conflict

**T**rade off ideas of the team

**E**ncourage trust



## **AFTER THE MEETING**

- A**ct to perform assignment(s)
- F**ind necessary support and resources
- T**alk up team activities
- E**nsure team integrity
- R**eview next meeting's agenda

## MEETING CRITIQUE

**C**ommunication - Was communication effective?

**R**esults - Were objectives accomplished?

**I**nvolve**m**ent - Did everyone participate?

**T**raining - Is there a need for further training?

**I**ndividuals - Do some members need more attention?

**Q**uestions - Are there items requiring further research?

**U**nity - Did the team work together?

**E**scalate - Are there issues requiring management support?

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## ABOUT THE AUTHOR

James H. Saylor is the founder of The Business Coach, a consulting firm focusing on helping 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, and logistics. He also has many years of practical experience in project and quality management. 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:

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