

A. C. Macris Consultants

UPDATE

Winter 98/99

Highlights

LEADERSHIP 2000

Today's successful managers/leaders must exhibit a variety of skills in the execution of their daily responsibilities. As leaders, they must also occasionally demonstrate oracle-like vision in predicting the future, be capable of inspiring others to greater achievement, and set worthwhile, realistic goals that make investors comfortable.

Our Leadership 2000 program is a framework reflecting the collaborative thinking of Human Resource, Human Factors and Senior Corporate Executives. Its overall design uniquely meets the needs of businesses and industries facing increasing competition, planning aggressive growth and requiring cultural change resulting from a transition to de-regulation.

UPDATE is published quarterly by A.C. Macris Consultants.

UPDATE's charter is to provide interesting articles, on timely topics, authored by people in industry, academia, or business.

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LEADERSHIP 2000

by A. C. Macris and Anthony J. Ameo

Prologue

Our Winter 97/98 issue "Consultant/Client 2000" explored the need for a different paradigm in the consultant/client relationship. That article also proposed a rationale for why a new way of conducting business is essential to the overall success of organizations into the new millennium. When I started writing and publishing UPDATE I felt if the publication was to remain interesting it must provide value to its readers. The Consultant/Client 2000 article clearly received the most positive comments, demonstrating to us our readers' agreement with our thinking. Thank you for taking the time to share your thoughts with us; it is very encouraging. Below you will find a few highlights from that article, the genesis for our feature article.

Client 2000 Characteristics

The business decision-makers within the next few years will change dramatically. The Baby Boomers are getting older and those who have pursued careers in the corporate arena will be assuming positions of higher authority, prestige and responsibility. In addition to Baby Boomers, there is a more diverse cultural composition of corporate managers. To wit, the January 19, 1998, issue of *U.S. News and World Report* contains an article titled "A driven man at Ford." This article focuses on a gentleman, Jacques Nasser, who is 50 years old, considered an outsider to the Big Ten Midwest-dominated Ford culture. Mr. Nasser was born in Lebanon, raised in Australia and moved to Detroit in 1973. He is purported to be in line to become CEO of Ford. (Since this is excerpt is from our Winter 97/98 issue, please note that a Ford family member, William Clay Ford Jr., is Chairman, and Jac Nasser is President and Chief Executive) Mr. Nasser's story is only one example and a readily visible example representing, a shift from paradigms of the past to new ways of conduct and interaction at very important levels for the nation and the world.

Therefore, we have dared to create a listing of Client 2000 Characteristics:

- Non- traditionalist — remember the late 60s and early 70s? All those rebellious college students are now in business suits (remember Abby Hoffman and Jerry Rubin and their transition from torn jeans and scruffy beards to three piece suits)?
- Culturally diverse Jacques Nassers will be the norm rather than the exception
- Accountable for more than a traditional bottom line - actually the definition of what makes the bottom line is changing — consider the NU Employee Concerns Program and the amount of focus and resources NU is committing without generating a single kilowatt of electricity
- Unsure of Risk position to take
- Expect their consultants to be teachers, facilitators, and educators, not reactive "firefighters"

Consultant 2000 Characteristics

We believe the role of the Consultant 2000 will be more demanding, more interactive and potentially more influential. Subscribing to these characteristics will represent new paradigms for a growing population of consultants.

Therefore, we believe the below listing will be typical characteristics of the Consultant 2000:

- Directly accountable to the client
- Responsive and anticipatory
- Trustworthy beyond any doubt
- Possess a high degree of experience and expertise
- Understand how to interact and establish relationships within the whole organization
- Minimize risks to the client
- Take initiative within the bounds of established engagement
- An educator and teacher, but not a firefighter

So, what does this mean with respect to Leadership 2000? It means everything. Dynamic, proactive leadership is essential to success in the new millenium. Only this type leadership will make the difference as de-regulation (utility and/or telecommunications) unfolds along with increased domestic and international competition in the new millenium.

Leadership 2000

Its Evolution

Early in 1998, I received a call from the president of a large and rapidly growing specialty construction company. He indicated that he had a unique challenge, and thought I could help. We set up a meeting and this is what he shared with me. His corporation set a very aggressive growth goal into the new millenium. This growth involved development of existing business and clients, but to achieve the goal, acquisition was a major component of the strategy. The acquisition strategy involved smaller companies similar to their primary business skills and competencies as well as complementary businesses to enhance their marketing and market place presence for future development. Acquisition, while focusing on similar types of businesses, was not constrained by geographical location of potential companies.

While the growth strategy and the challenges they faced were clear to a core of senior corporate officers, there existed several, once-independent companies that found themselves part of a larger, less-defined umbrella corporation. I am not going to enumerate the challenges, but with this sketchy perspective, coupled with your knowledge of today's business environment, I am sure our readers can envision the challenges facing the senior executives of this umbrella corporation.

So what was the answer?

The president realized that foremost in his need to be successful was the need to develop a skilled and synergetic leadership team comprised of the key individuals from each of the companies across the United States. Why is this special? Because his thinking is proactive, with the focus on a long-term perspective in contrast to a short-term, quick-fix objective such as banging on the table and demanding understanding. It is clear to him that today's successful managers/leaders must exhibit a variety of skills in their daily rounds of responsibilities: personnel development (coaching, counseling, mentoring), conflict resolution, negotiating, marketing, problem solving, operations, performance evaluation, and others. As leaders, they must also occasionally demonstrate oracle-like vision in predicting the future, be capable of inspiring others to greater achievement, and set worthwhile, realistic goals that make investors comfortable and happy.

The above is a tall order for most managers who are in truth just human beings with varied interests and family lives that are as important or more important than their professional lives. It is a taller order for an organization that is assimilating new entities at a rapid rate, each with distinct cultures and in most cases, a long history and unique sense of identity. Recognizing a need to improve and upscale leadership is not very difficult for most senior management personnel. Selecting the path to success by addressing that need and putting a strategy in place to make it true is much more difficult.

Our path to success

Once the president explained his philosophy and general expectations, we began framing out a program. The fundamental pretense of the program is that leadership skills are not gained during a one or two week workshop. Nor does it come from some company slogans, a lofty vision, posters, or a motivational experience. Leadership skills evolve through a structure that fosters learning, practice, reinforcement, introspection, communication, and feedback. I dare speculate (with a high degree of certainty) that typical programs are canned, academic, and concentrated into a singular one time experience. We designed a leadership program as a series of sessions whose sequence and duration fit the client's business, work schedule, and budgetary priorities.

We call our program:

Leadership 2000 — A Journey for the Next Decade

Leadership 2000 is a special program for several reasons, but perhaps the most significant feature is its framework, the basis we use to construct client specific programs. This framework reflects the collaborative thinking of Human Resource, Human Factors and Senior Corporate Executives.

Its overall design uniquely meets the needs of businesses and industries facing increasing competition, planning aggressive growth, and requiring cultural change resulting from a transition to de-regulation.

Leadership 2000 sessions focus on individuals, work group/ teams and corporate objectives and strategies in order to zero in on what matters most to the organization and which leadership skills will be most appropriate in meeting their objectives. This may take the form of individual self-assessment and realization, organizational thinking and mindset, performance measurement and enhancement, and/or overcoming barriers to effective communication.

Our tools

We tailor these tools to the situation. To begin, we design and execute a pre-session assessment. We then analyze the results of this assessment and use the information to validate senior management’s perceptions, as well as provide us with specific information and better understanding of issues and challenges. This information is our benchmark so we can measure our success and adjust the program as necessary. As a partnership, we meet with senior management to select key program components and design the overall topical sequence and session intervals. From this, we begin constructing the program around a proven concept and framework, yet flexible so that adjustments can be made to respond to the needs of the participants, as they emerge. This approach allows us to optimize the program and ensure we achieve success.

To address the more tangible aspects, there are a series of core components important to the success of the program:

- Self development instruments
- Culture Survey
- Correlation of instruments to focus and coordinate both organizational and individual improvement strategies (real time issues)
- Work-shops, large and small groups
- Reading assignments (real time issues)
- Homework assignments (real time issues)
- Workbooks

How we measure success

Experience demonstrates that the following are outcomes that an organization or company can expect to realize along the leadership development journey.

- Emerging and consistent organizational culture
- Common awareness and understanding of the organization’s mission and goals

Enhanced skills as:

- Coaches
- Negotiators
- Marketers
- Strategic Thinkers
- Change Agents
- Mentors
- Communicators
- Benchmarkers

Improved performance at:

- Conflict resolution
- Managing Diversity
- Time Management
- Employee Appraisals
- Questioning Attitudes
- Problem Solving

Struggles

This program, with all its strength, will not be successful without negotiating and addressing challenges. The interesting thing is that the struggles vary tremendously. Signs of problems exist, and some can be predicted and sometimes mitigated. At times when issues are predictable, it is in the best interest of the organization to not mitigate the struggle. Part of the development is to have a constructive, open, dialogue and resolution. There will be uncomfortable moments both for individuals, the leadership and the organization itself. In the physical conditioning arena, they use the term “No pain - No gain.” Pain toward a constructive and beneficial end in learning how to be an effective leader, or how to understand other people, thereby achieving a successful outcome, can be and is useful. Therefore, sometimes we have pain.

Conclusion:

Through the years, our focus has been to help people be better at what they do. We are successful at this because we understand the discipline of human factors and how people interact with their physical work environment, the tasks they perform and how people work with and for people. We developed extensive operational, technical, and administrative training programs, and conducted seminars, workshops, and interactive learning experiences. Leadership 2000 is a premiere example of this experience at a time when effective and enlightened leadership is essential to the survival and success of so many organizations. My colleagues and I are as excited about what this program can accomplish as any we have ever put in place . I have never before openly offered services through this newsletter, but with Leadership 2000, the benefits are so critical to being competitive and viable in the new millenium that I sense an obligation to my readers and clients. If you sense a need for this type effort please contact me. I will be happy to discuss how we can apply our Leadership 2000 framework in part or total for your special situation or challenges. I can be reached at 860.572.0043 or now Toll-Free 888.225.4963.

Recommended Reading

The following book is worth including in your professional library: *Managing by Values* by Ken Blanchard and Michael O'Connor, published by Barrett-Koehler, ISBN # 1-57675-007-8.

MILLENNIUM THOUGHTS

Two for One

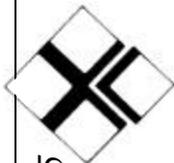
One Las Vegas company has been planning a party where guests can celebrate New Year's 1999 twice. JMT travel proposes to take a group to Auckland, New Zealand, on December 31 to be among the first to welcome the New Year. On January 1, they head back to Las Vegas, arriving the evening of December 31, where another New Year's Eve party awaits. For more information contact JMT at 888.568.1999 or on-line at www.lvnexus.net/jmt1999/.

Four No More

His medical studies limited his training to one hour a day. He had no formal coach. But those and other obstacles could not stop Britain's Roger Bannister from breaking the four-minute mile in 1954. Bannister ran his 3:59.4 time based on mental discipline, self confidence in his ability, and unshaken determination. "I was," he said of the perceived risk, "prepared to die."

Priorities, Pal

Although Rome expects some forty million tourists for its Grand Jubilee during the year 2000 — about eight times the usual number — plans don't include the building of many new hotels to accommodate them. The airports will be expanded, historic structures are scheduled for renovation, and some fifty new churches are expected to go up outside the city, adding to Rome's existing church count of four hundred.



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