

50th ANNIVERSARY

I P M



convention

& EXHIBITION

IN ASSOCIATION WITH  NEDBANK

The Basics of Spectacular Performance

What's LOVE Got To Do With It?

Presented at IPM 50th Anniversary Convention:
“Growth, Profitability & Competitiveness –
Driving High Performance Through People”
October 1-3, 2006 • Sun City, South Africa

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At Telein, our value proposition and brand promise is

“WE VALUE VALUE”

and add it to our clients

by teaching, advising and facilitating them for:

GROWTH – predictable and repeatable results,

SUSTAINABILITY – ensuring they thrive

(not just survive),

thus caring for ALL stakeholders

in a win-win manner!



VISION

INTEGRATION vs FRAGMENTATION

CIRCLE OF INFLUENCE

PURPOSE

APPRECIATING

WHOLENESS

SHARED MEANING

LOVE

TEACHING

FAITH

LIFEWORK

PASSION

SPECTACULAR

LEARNING

COLLABORATING

RESULTS!

DIALOGUING

WIN-WIN

INVOLVEMENT

EVERYONE LEADS!

HAPPINESS

EMPOWERMENT

Working Together –

Every day in every day, focusing on everybody and everything!

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- **Humans have an innate capacity** to think and act in an effectively coordinated manner to create an astoundingly better future.
- **There are processes and tools** which, when consistently practiced in an environment of shared values and mutual respect, significantly aid in the effectiveness of teams.
- **Organizations** are a reflection of their leadership.
- **Effective communication** is essential to groups working together.
- **Conflict, differing, diversity** and independent thinking are essential to team effectiveness.

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WOMEN ARE NOT BEING EXPLOITED ENOUGH

Tuning in to workers'
requirements

Keep HR far away
from sales team

Quest for equality
can throw up
barriers to good
working relationships



HR needs to keep
evolving to tackle
future challenges

Use core values to
build company vision

Firms can learn to
conquer change





“Everything is
already whole;
we must look for
ways that it is.”



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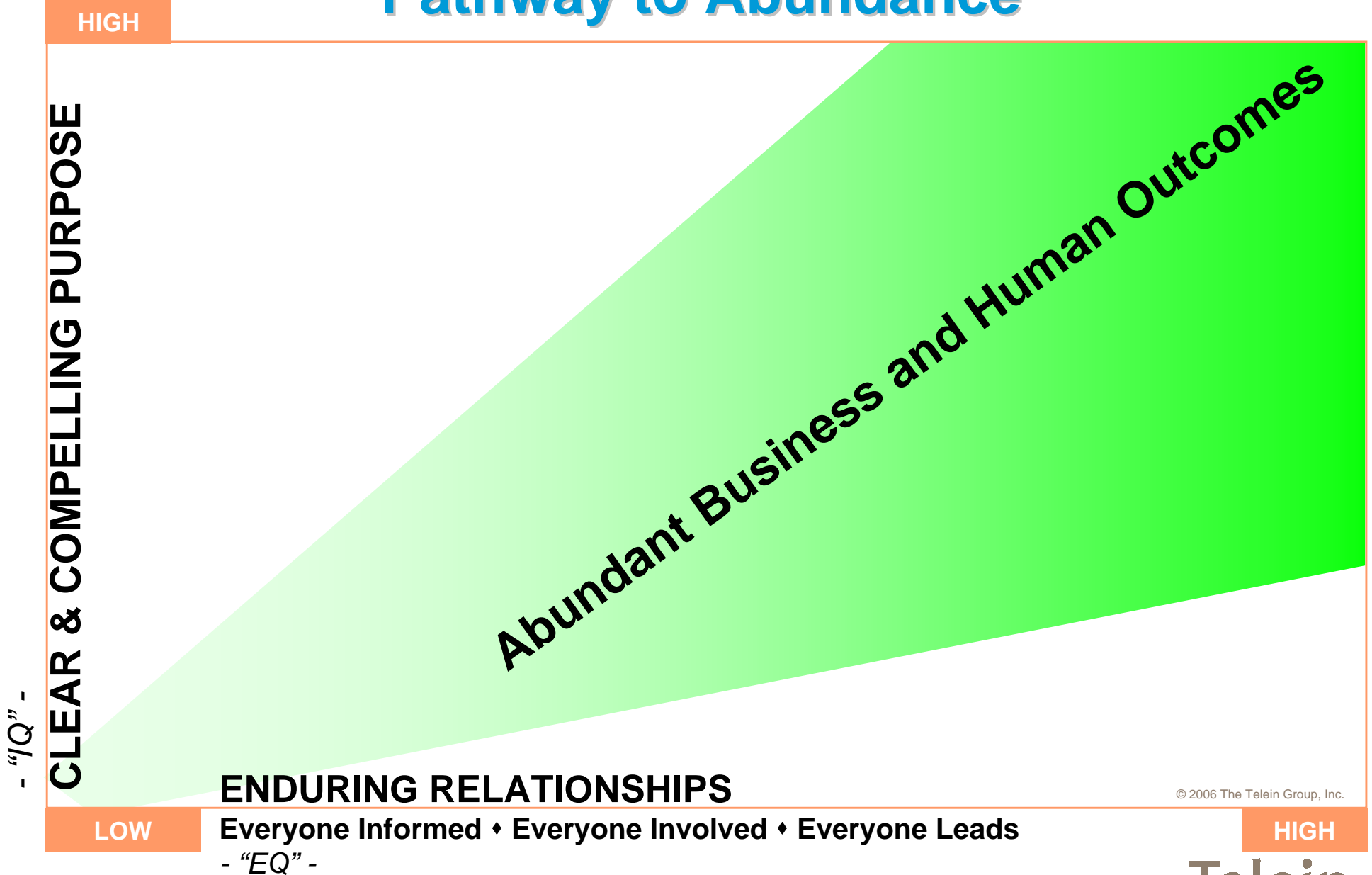
The Building Blocks of Any Successful Organization

Clarity of PURPOSE

and

**Effectiveness of
RELATIONSHIPS**

Pathway to Abundance



VISION

A comprehensive, detailed description
of the future in words and pictures...

...in which ***EVERYONE***
can see themselves!



Empowerment:

Authorized, *competent* and *motivated*
to act *interdependently* in the
best interest of the organization.



**BRING HANDS ONLY
'TO WORK**

CHECK HEARTS HERE



CHECK BRAINS HERE

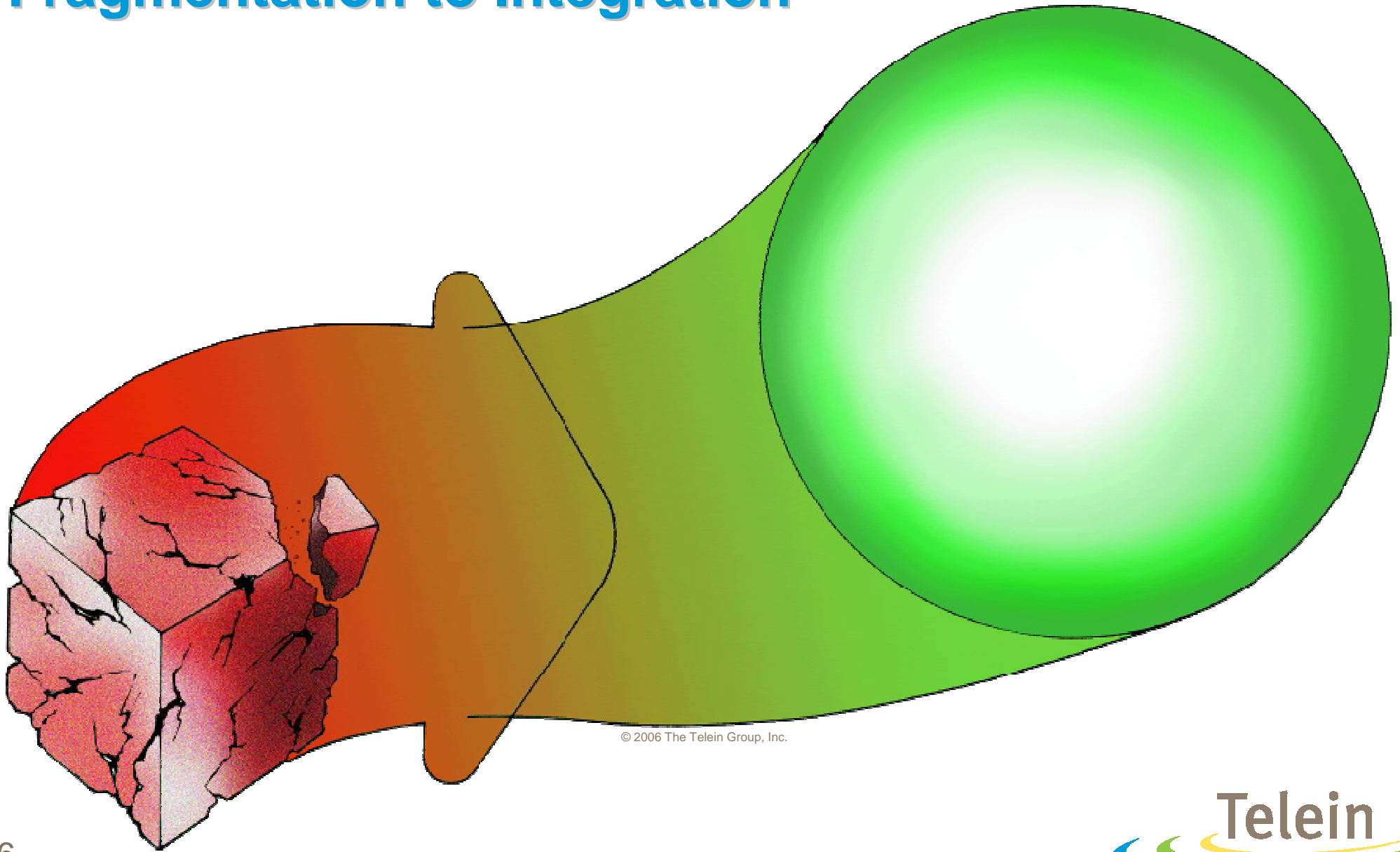


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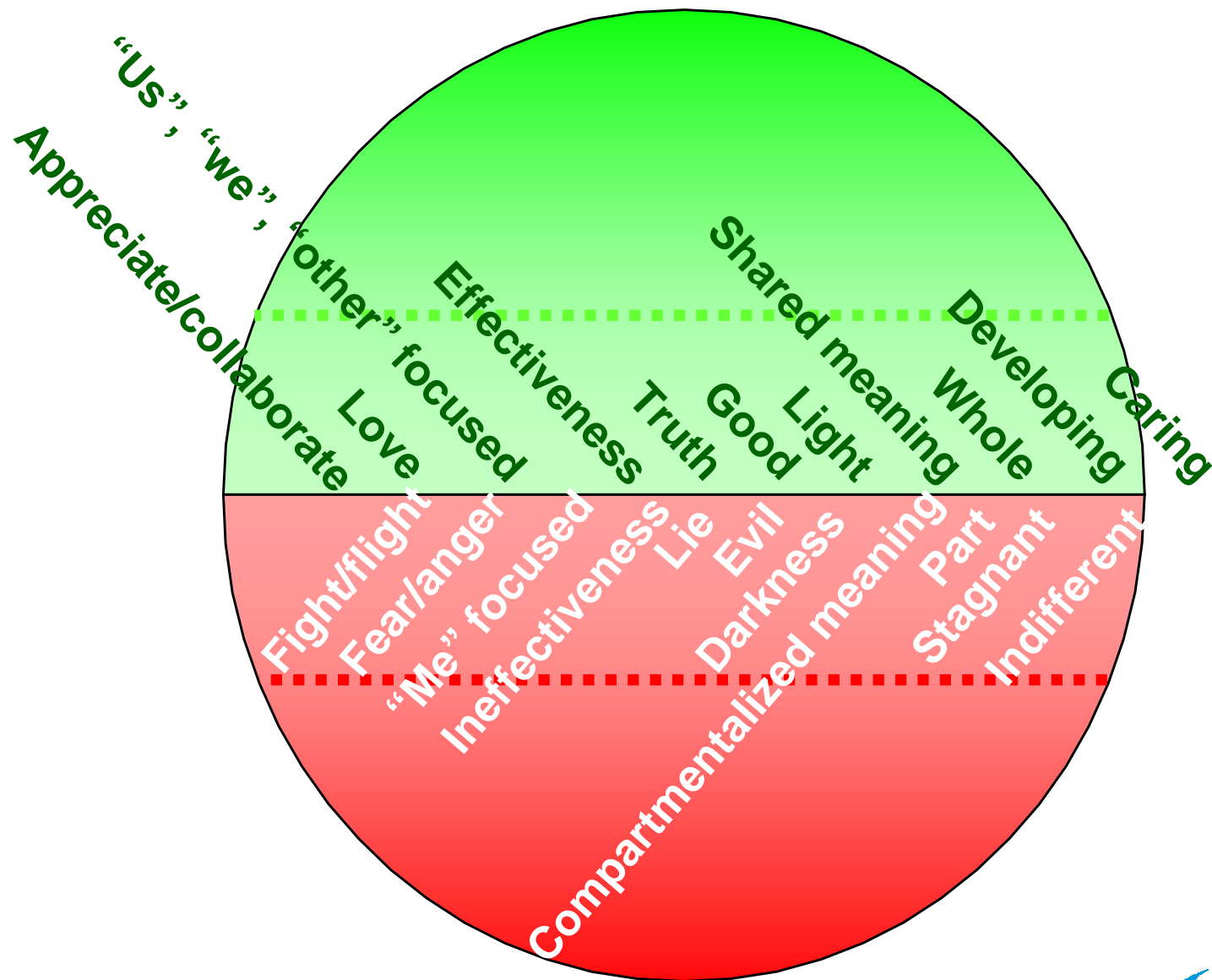
Fragmentation to Integration



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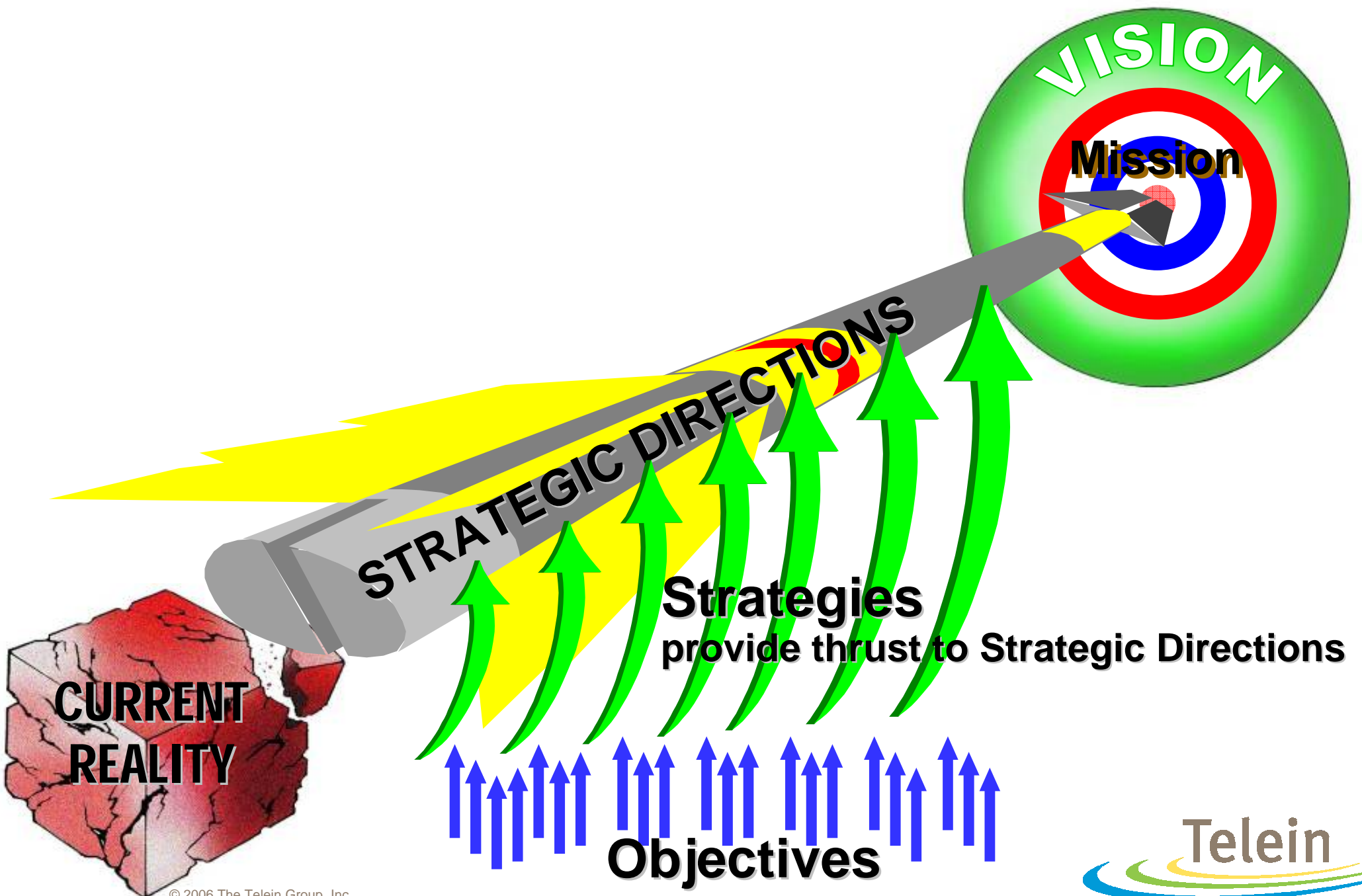


Fragmentation and Integration Behaviors



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Doug Smith, CEO

Leadership Behaviors Expected of Everyone

1. I look for and take action in my work and in the work of our teams, departments, function, plant, region, country and total company that will enable us to grow and provide increased consumer value.
2. I broaden and use my own experience as a consumer to provide insight to help improve our team, department, function, plant, region, country and total company.
3. I set stretch objectives and work to exceed them.
4. I work to improve my skills and bring new learning to my work.



Doug Smith, CEO
Leadership Behaviors Expected of Everyone

5. I experiment and take risks to promote growth.
6. I point out to others new opportunities and ways of improving our team, department, function, plant, region, country and total company.
7. I propose new concepts, ideas and techniques and I am receptive to those proposed by others.
8. I get involved in and offer assistance in the areas I can make a difference.
9. I identify all those affected by my work/actions and dialogue with them to understand how my planned actions will affect them.



Doug Smith, CEO
Leadership Behaviors Expected of Everyone

- 10. I bring together others and, where appropriate, initiate new teams to accomplish work.
- 11. I participate fully in teams, emphasizing dialogue and collaborate decision-making.
- 12. I take responsibility for my own participation on teams, practicing the use of interpersonal and team effectiveness tools such as the productivity wheel, ladder of inference and check-in.
- 13. I am attentive to the individual circumstances and backgrounds of others, value their contributions and act in a manner respectful of our differences.



Doug Smith, CEO
Leadership Behaviors Expected of Everyone

14. I seek out and utilize the thoughts, ideas and experiences of others with different backgrounds, nationalities, education, work experience, gender, ethnicity, etc. to elevate my own performance and the performance of the organization.
15. I take action to build diversity (different backgrounds, nationalities, education, work experience, gender, ethnicity, etc.) into my teams, department, function, plant, region, country and total company.
16. I keep my team and those I work with fully informed of where I stand vs my commitments.



Doug Smith, CEO
Leadership Behaviors Expected of Everyone

17. I demonstrate a positive and productive attitude which guides my behavior and work performance.
18. I take action and make trade-offs for the greater benefit of our team, department, function, plant, region, country and total company.
19. I utilize facts and other relevant information in my work as critical input to dialogue and decision-making.
20. I seek feedback and information from those around me (360 degrees) to improve my performance and build my skills.



Doug Smith, CEO
Leadership Behaviors Expected of Everyone

21. I identify the information that will be helpful to others and share it through the method most effective for their use and in the interest of our organization.
22. I increase the productivity of assets I work with.
23. I understand and take into account the strategies and objectives of our organization in performing my work and constantly challenge the effectiveness of my work in achieving them.
24. I am knowledgeable of and guide my actions by the laws, regulations and principles that apply to my work.



Doug Smith, CEO
Leadership Behaviors Expected of Everyone

25.I plan, evaluate and treat every financial decision as an investment and expect a return on it.

26.I take work actions that are consistent with our organization's accounting and finance reference tool.

27.I plan, practice and integrate all these leadership behaviors in a constructive and consistent manner and measure my progress.



The pathway to **ABUNDANCE**
is a journey of meaning
for *all stakeholders* ...
not just employees!!!

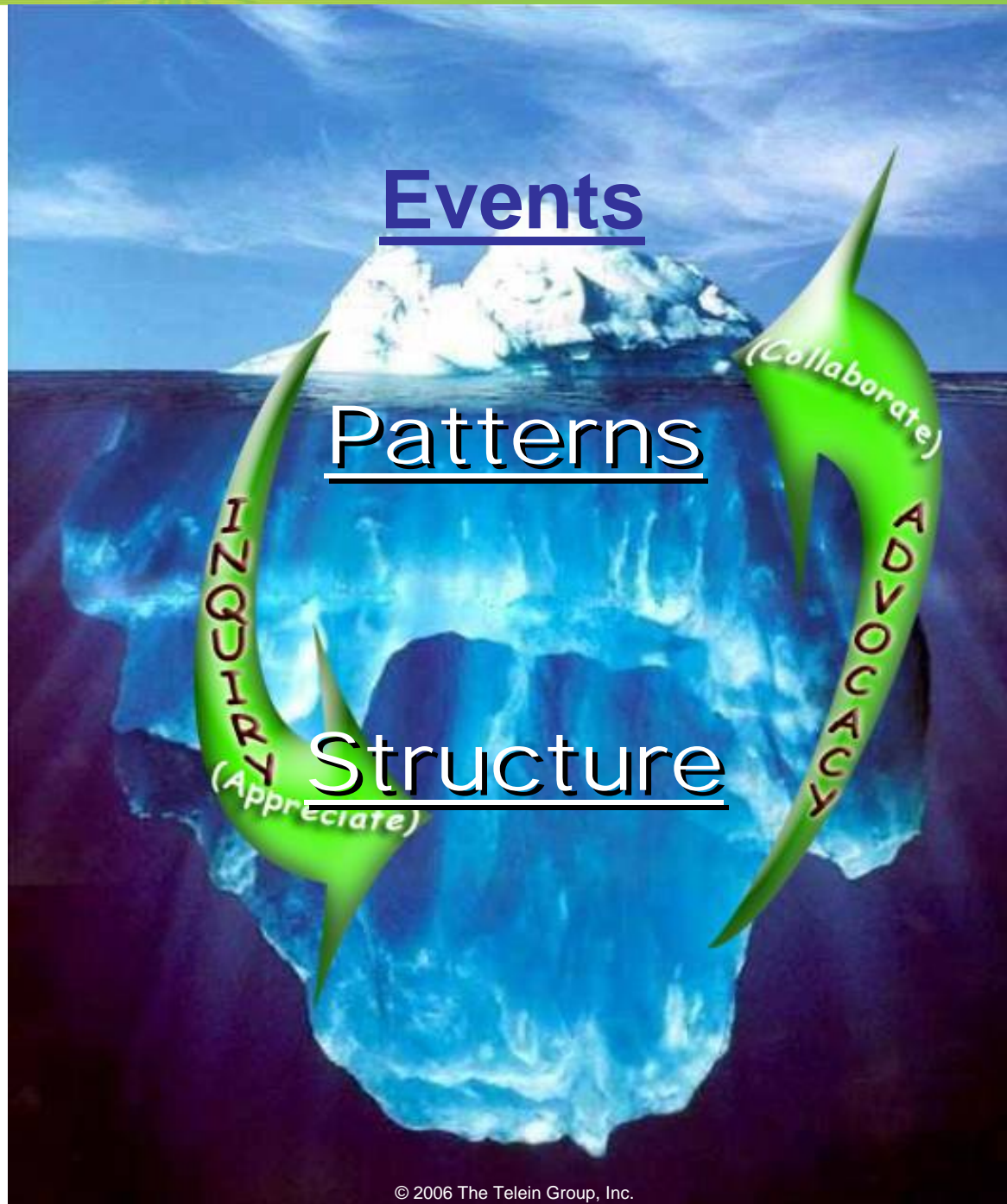


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The journey toward
INTEGRATION
creates the opportunity
for spectacular results
for ***EVERYONE!***



The Cultural Iceberg



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The Cultural Iceberg

Events

Things • Artifacts • Observations
Presenting Problems
Process/Structures

Patterns

Event Clusters
Espoused/Declared Values
Strategies • Goals • Philosophy

Structure

Organizational Culture
Tacit Assumptions
Fundamental Values
Unconscious, Shared Understanding
Unspoken Meaning (*Taken for Granted*)
Unknowables

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“Obliquity”

**When results come
“by the way”**



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LOVE

**Respecting and caring for and about
the legitimacy of others!**

**Valuing, Willingness to Clarify,
Search Out, and LISTEN!**



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MEANS

are

ENDS-making!



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Human Resource Executives,
for this 21st Century, begin to see yourselves
as organizational effectiveness experts!

Business Expert X Teacher X Advisor X Facilitator
X In-Depth Knowledge of Culture
X Teachers of 'Working Together'
= *Organizational Effectiveness Experts!*



Four Types of Power

Position

Display

Expert

Influence



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Culture

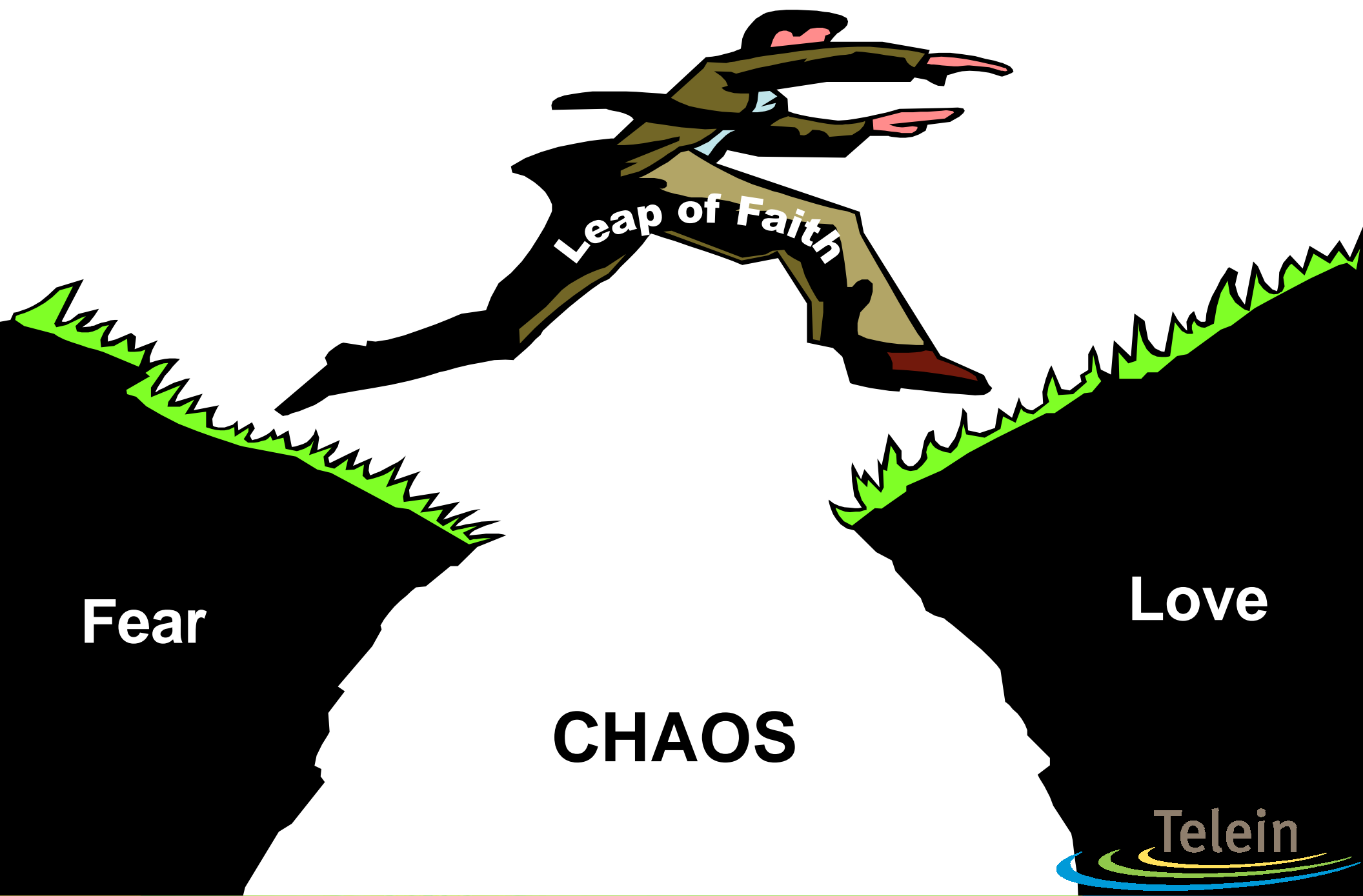
*“It’s the way we do things
around here!”*



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Spectacular Results -
***BELIEVE** it and you'll **SEE** it*
It's about FAITH!





Fear

Love

CHAOS

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Closing Thoughts...



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What We've Learned

- Effective leaders and organizations can achieve abundant results when inspired by love and conscience.
- Involvement leads to commitment.
- To lead an organization through transformation, the leader must have a vision, a process and be dissatisfied with what exists.
- At the heart of effective communication is 'dialogue', not discussion.
- A leader's primary task is to ensure the vision, goals, roles and processes are clear, effective and collectively built and the organization has the skills and resources to perform.



What We've Learned

- Purpose and passion persuades.
- Leaders/organizations must learn to tie the smallest of activities to largest of dreams.
- Confidence and conviction convinces.
- "If you don't know what port you are going to, no wind is favorable" (*Seneca*)
- Fear is about surviving, love is about thriving.
- Constructive conflict is essential to constructive collaboration.
- "Ask most people to tell you exactly what they think and they will tell you exactly what you want to hear." (*Unknown*)



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What's *LOVE* Got To Do With It?
EVERYTHING!!!



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PLEASE CONTACT US TO GET
**SPECTACULAR
RESULTS**

The Telein Group, Inc.
Teleinhq@Telein.com
001-714-952-4444

Visit us often at www.Telein.com to get new insights, resources and tools
for changing the world YOU touch!!!

