

# ***Creating our Destiny***

**Freeing our creative powers,  
Guided by our convictions,  
Creating the future today**

***The satisfaction of Excellence Achieved.***

## Introductory Warm-up Question

What does this statement mean?

“The Future creates the Present  
against the backdrop of the  
Past.”

# The Purpose of this Workshop

To become increasingly purposeful about creating our destiny  
In a way that clarifies our leadership agenda and deepens our  
resolve

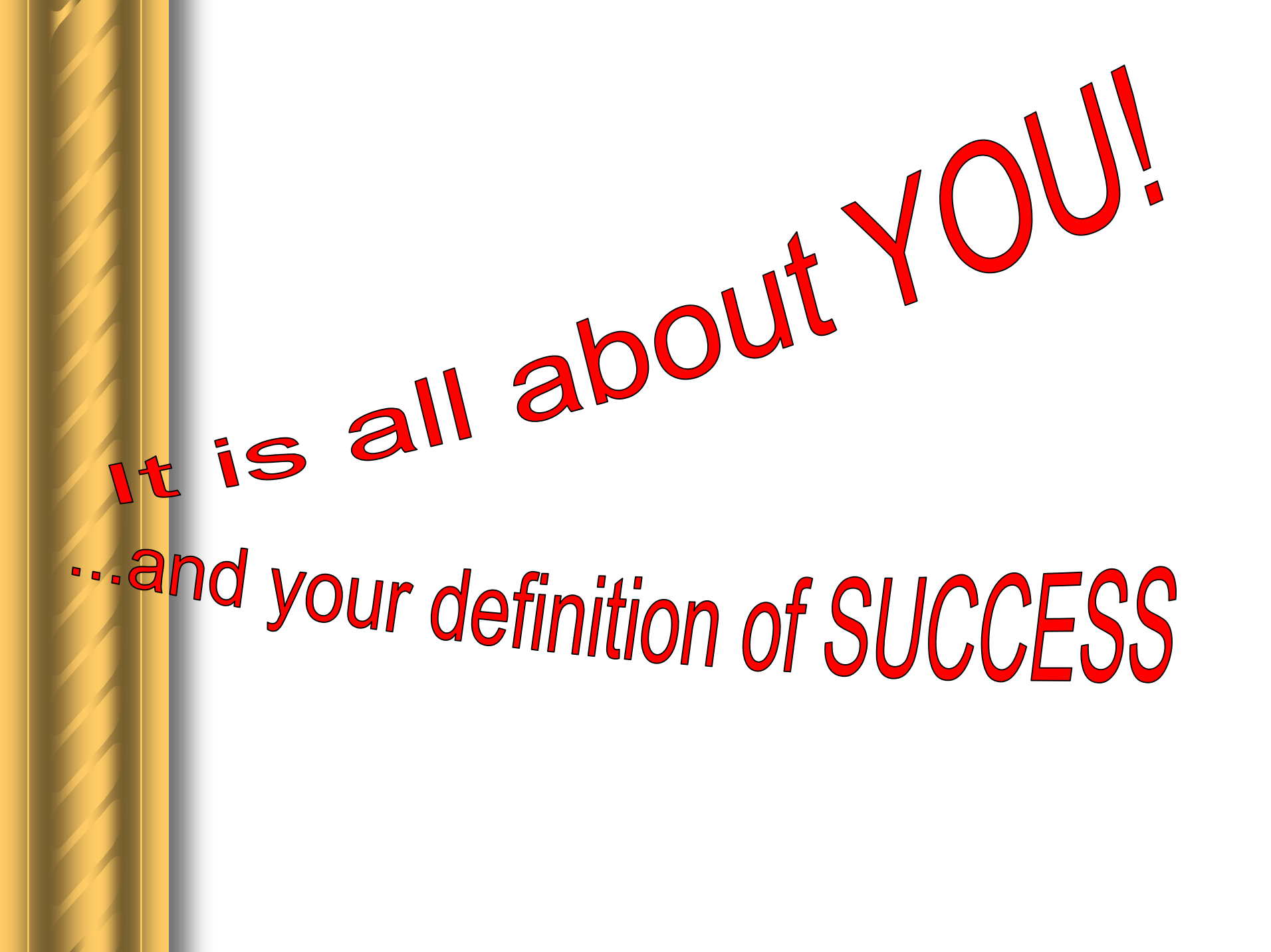
So that we set the conditions for break-through results in our  
lives.

## Take-aways

- Equipped with a roadmap for increasing life's value
- Inspired by a personal vision
- Introduced to various strategies for career development and growth
- Trained in the "Listening Model"
- Increased desire to accept accountability for my future
- Crafted set of personal 2009 Outcomes
- Motivated to create results through personal standards of excellence

# Success Objectives

- 1. Given an awareness of your personal standards of excellence**  
**Stand in front of the group and deliver a leadership statement**  
**In a way that the standard is understood, we hear the phases “I believe” or “for me” or “to me,” and the metric of success is clear with the phrase “I will not be happy until...”.**
- 2. Given non-negotiable direction from above and your personal standards of excellence**  
**Deliver the opening lines of the presentation to your group**  
**In a way that management direction is transformed into leadership within your sphere of control and the people involved have a clearly defined arena within which to be creative.**
- 3. Given a group of people stating their views on a given subject**  
**Identify the world-view (paradigm) from which they speak, re-frame and offer an alternative world-view**  
**In a way that will allow new insights/solutions to be seen.**
- 4. Given a person sharing ideas with which you do not agree**  
**State the belief which is foundational to their viewpoint**  
**In a way that allows you to represent their position in an accurate and unbiased way.**
- 5. Given an awareness of your personal standards of excellence on teamwork and a group you are leading,**  
**Speak to the group about your vision and goals**  
**In a way that engages them personally and professionally in the success of the organization.**



*It is all about YOU!*  
*...and your definition of SUCCESS*



**Clearly identified with your profession and clear about your destination**



**Confused about your talents, desires and opportunities**



**Shackled by disempowering beliefs**



**Open to being guided by surprises and opportunities that arrive at your door**

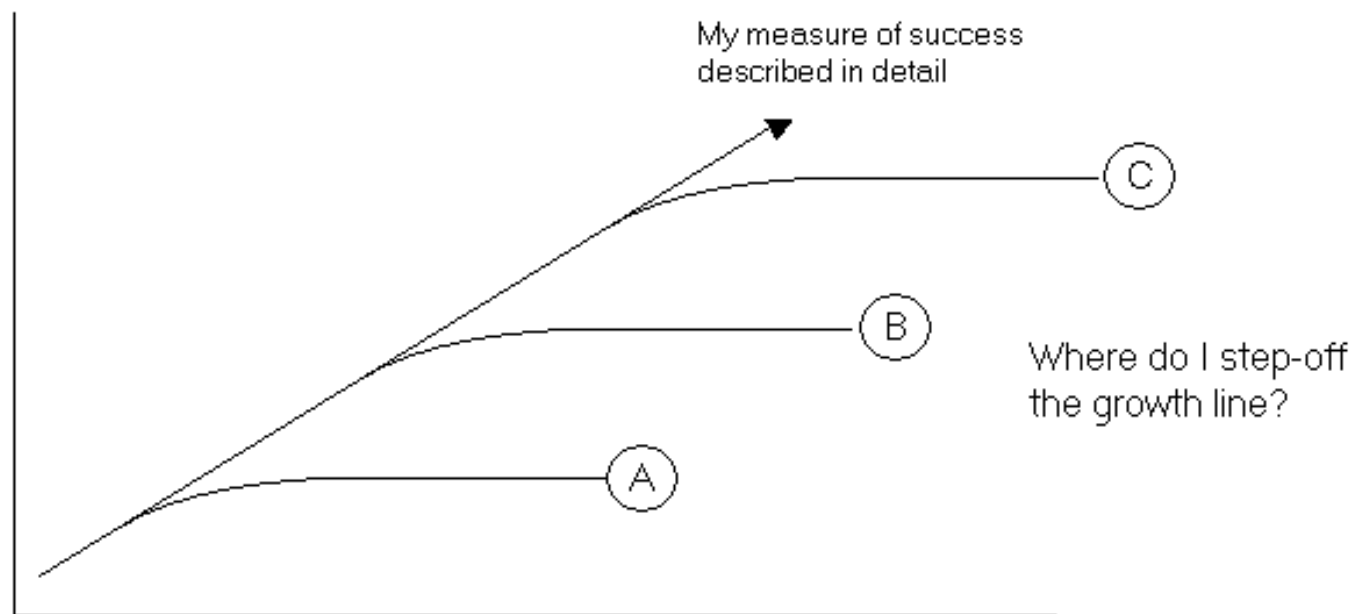
**so, which person are YOU?**

# A Grand Event!

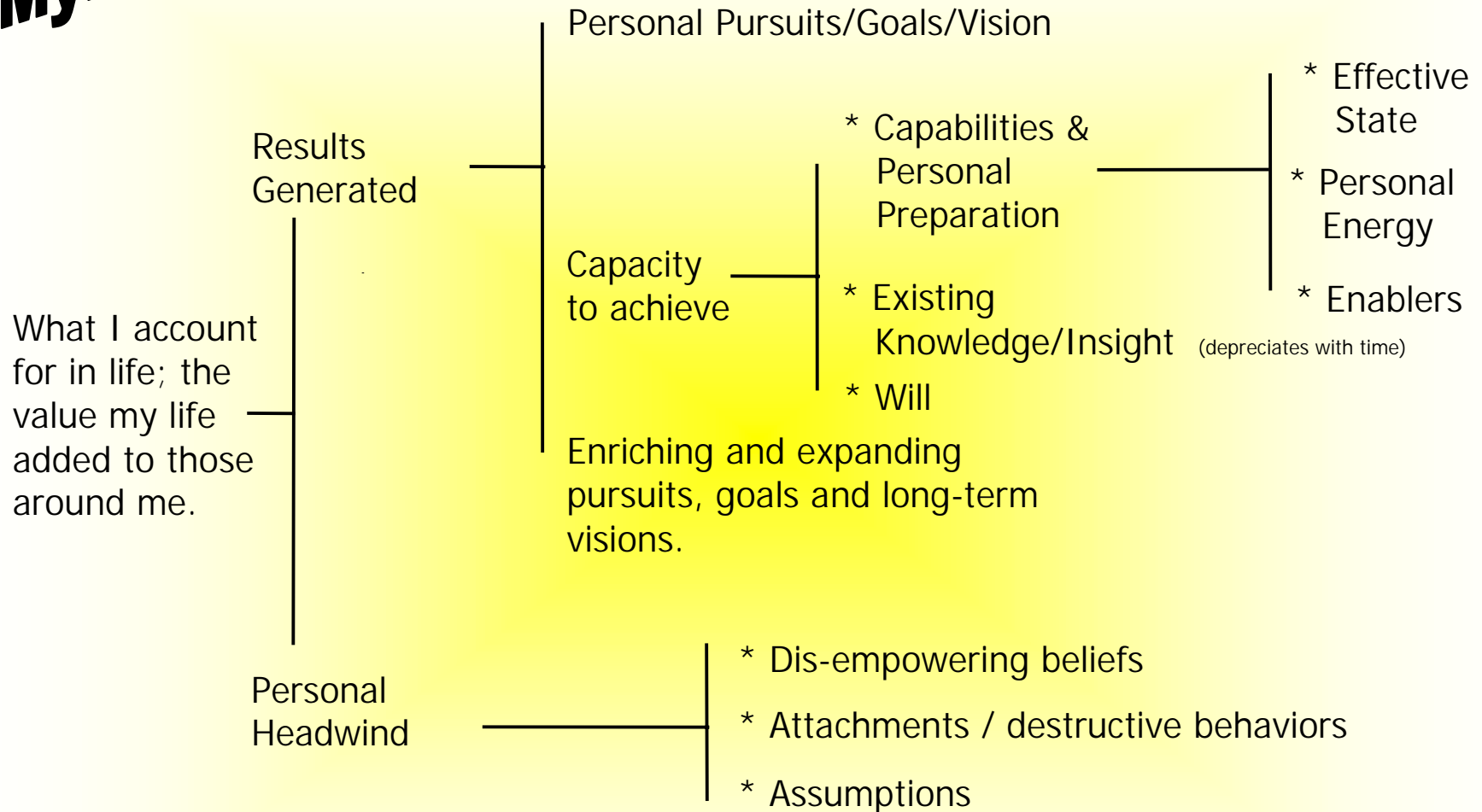
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## FINDING MY FUTURE

- Equip people with strategies for career development and growth
- Encourage through stories and testimonials
- Take greater control and accountability for their future

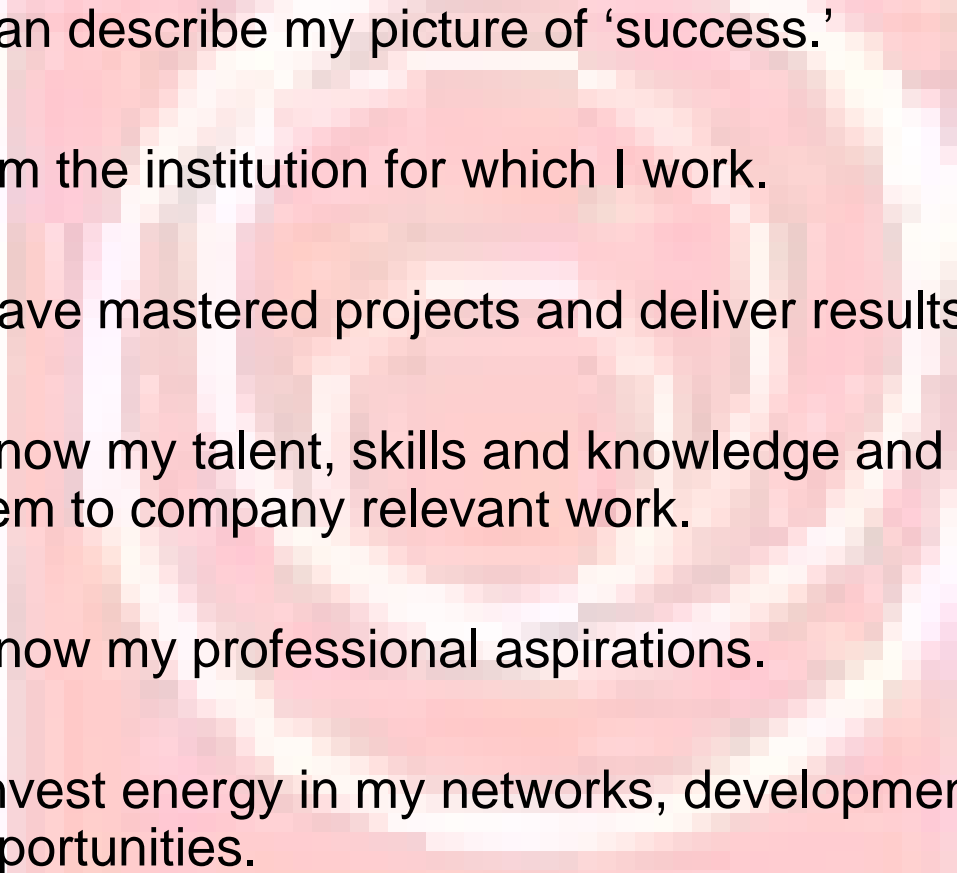


# MyLifeTree<sup>TM</sup>





# The 6 Affirmations of Successful People

- 
- I can describe my picture of 'success.'
  - I am the institution for which I work.
  - I have mastered projects and deliver results.
  - I know my talent, skills and knowledge and apply them to company relevant work.
  - I know my professional aspirations.
  - I invest energy in my networks, development and opportunities.

Considering what I did with my life, on balance, was I a contribution?

1. I provided the necessities of life to others in such a way that engendered love, caring and community.
2. The calmness I brought in the midst of life's drama stabilized those around me.
3. My story encourages and inspires others to live into their ideals.
4. Living into my purpose allowed others to find theirs.



## DISTINCT ... OR EXTINCT!

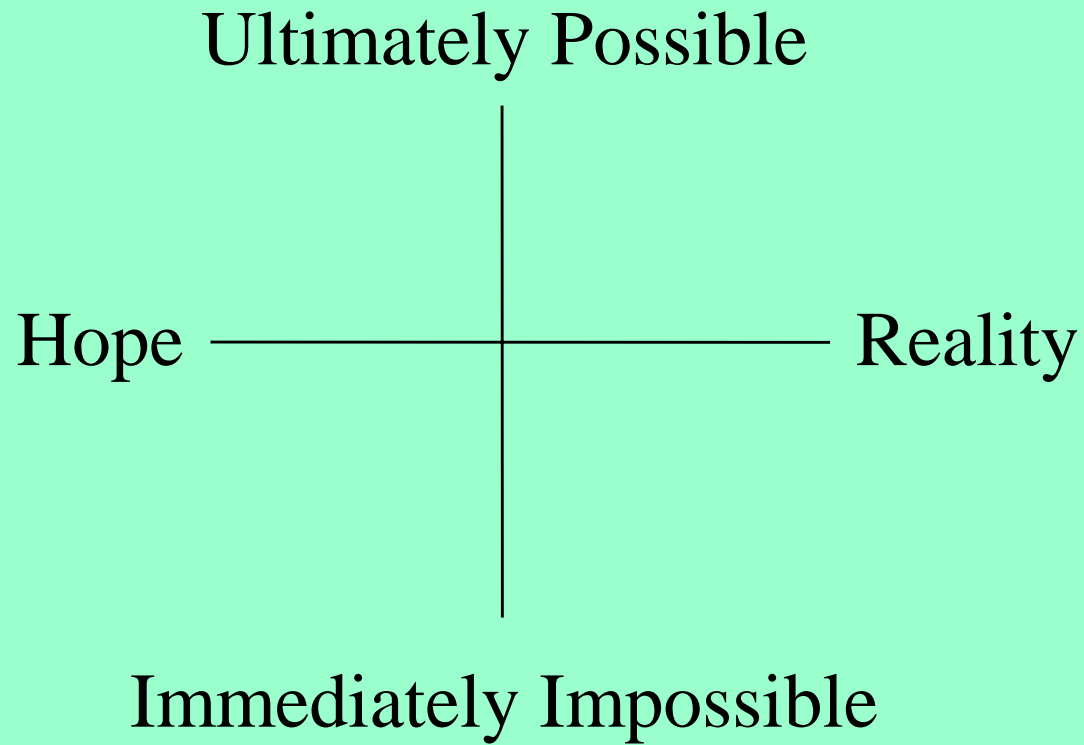
*"If there is nothing very special about your work, no matter how hard you apply yourself, you won't get noticed and that increasingly means you won't get paid much, either."*

Michael Goldhaber, *Wired*

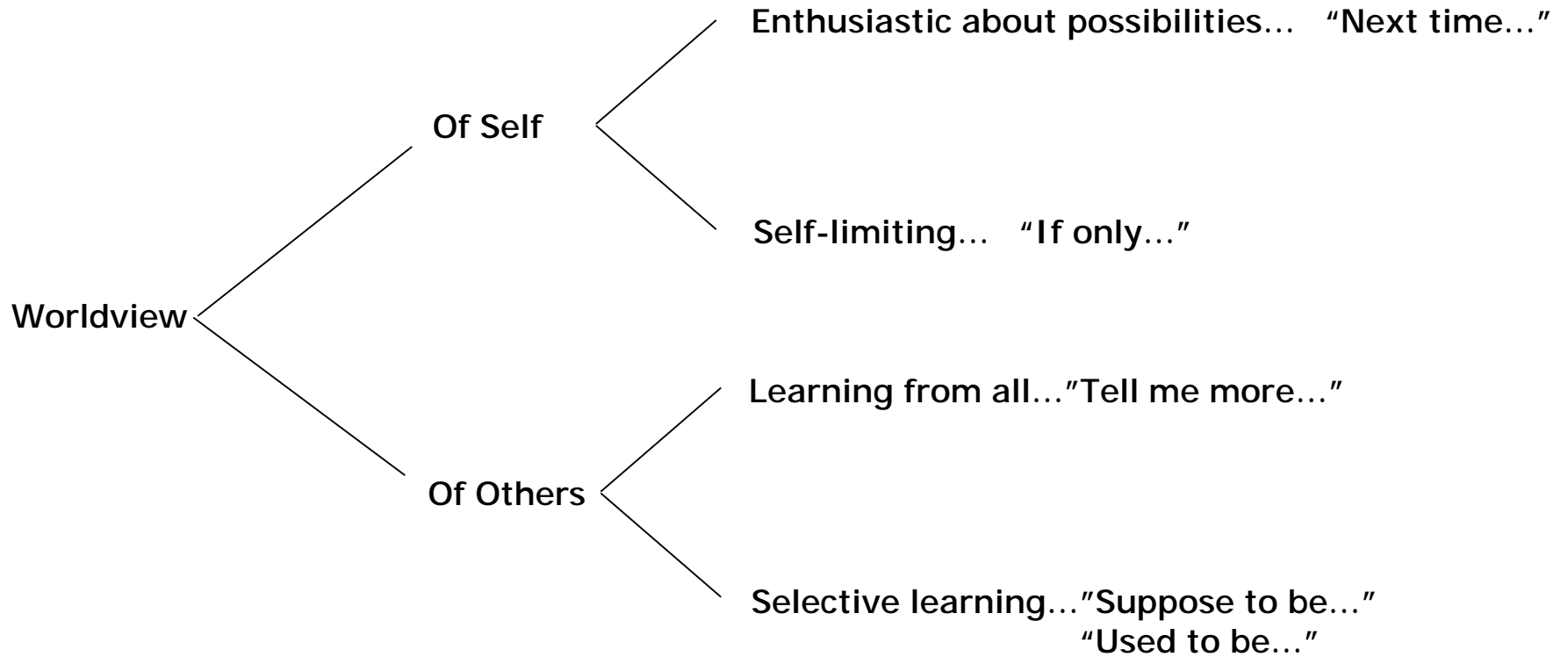
## AD's Beliefs

- Uniqueness is non-negotiable in an increasingly competitive environment.
- Visioning is our unique ability to craft our future.
- Without vision, spark and drive dies.
- Synergies increase as we align personal visions.
- The sum of our daily decisions is our vision.





# A Worldview Conversation

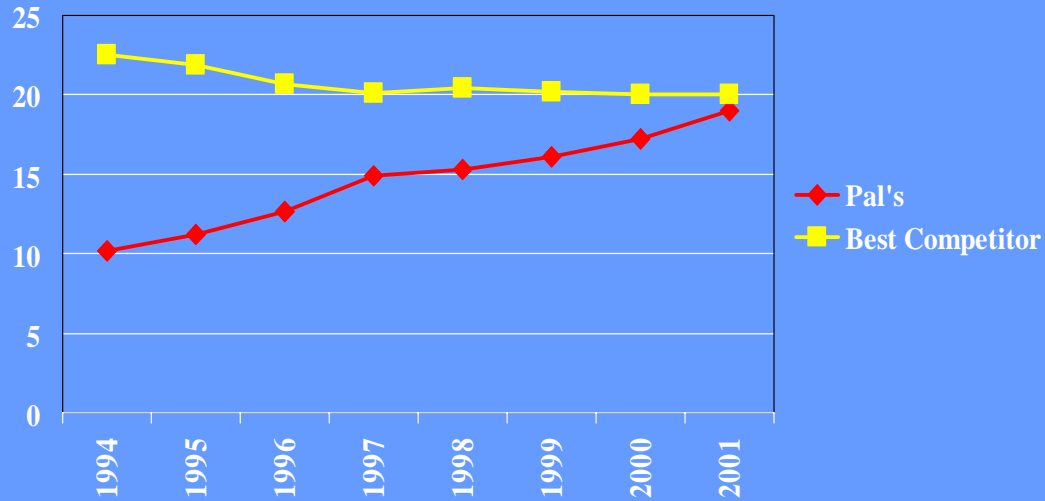


## Thom Crosby and the Pal's Story

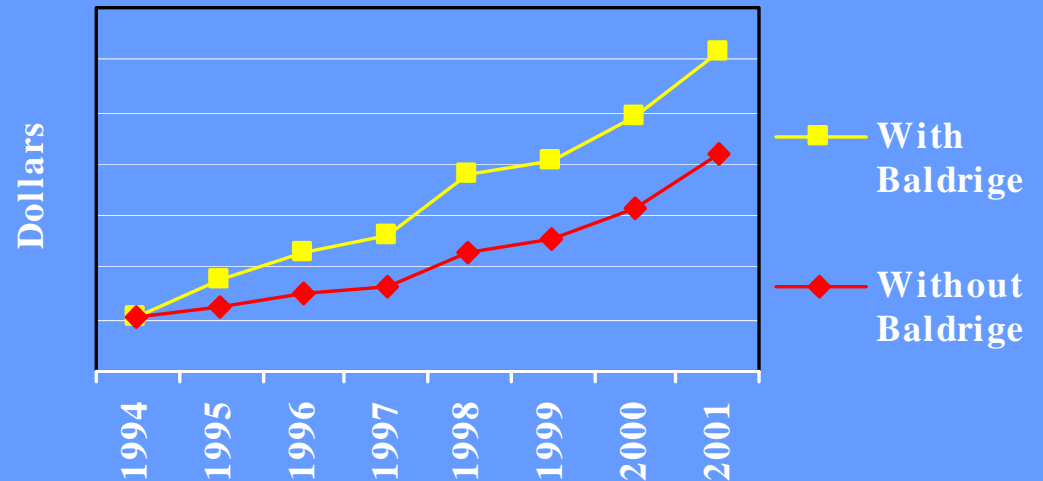


**Baldrige Quality Winner 2001**

## Percent Market Share



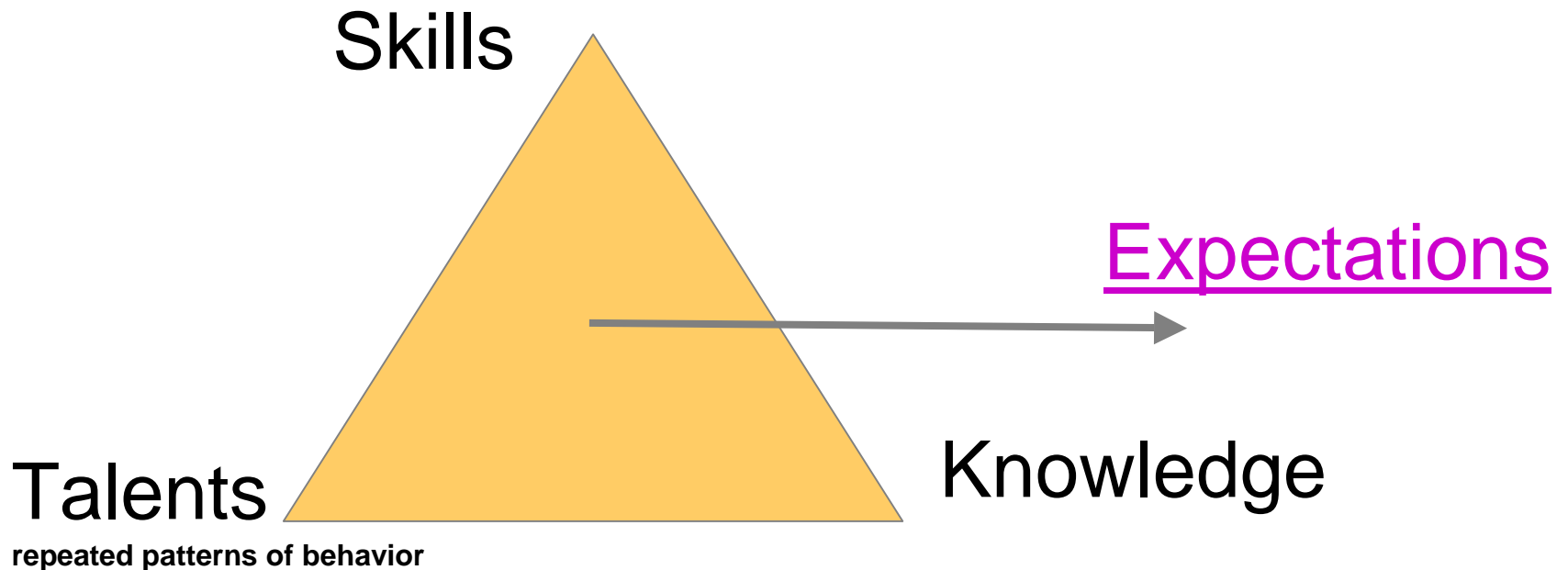
## Sales Growth



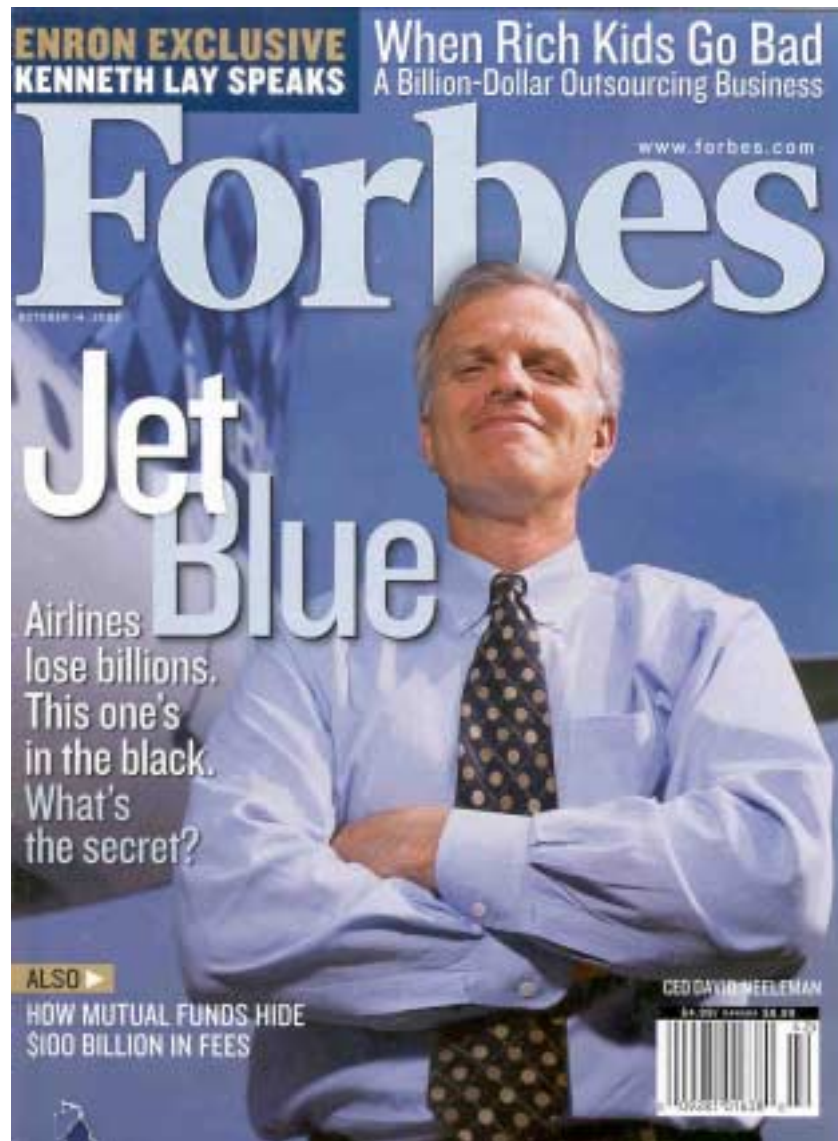


It all begins with your NATURE.

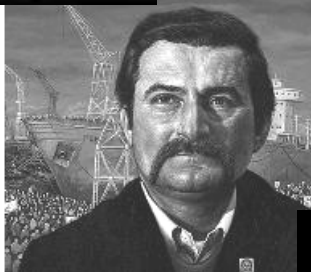
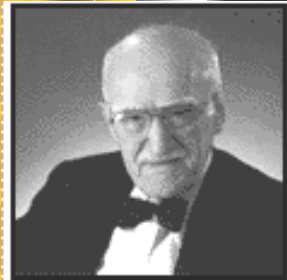
“Don’t try to put in what was left out, draw out what was left in.”



## David Neeleman and the JetBlue Story

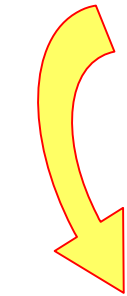


# Meeting Greats



**Creativity Tools**

**Innovative thinking to fuel  
Benchmarkable Performance**



**Learning**

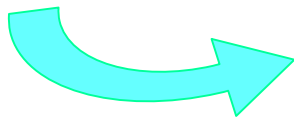
TOOLS

GOAL

DIRECTION

**Sustainable  
Behaviors  
Driving  
Breakthrough  
Results**

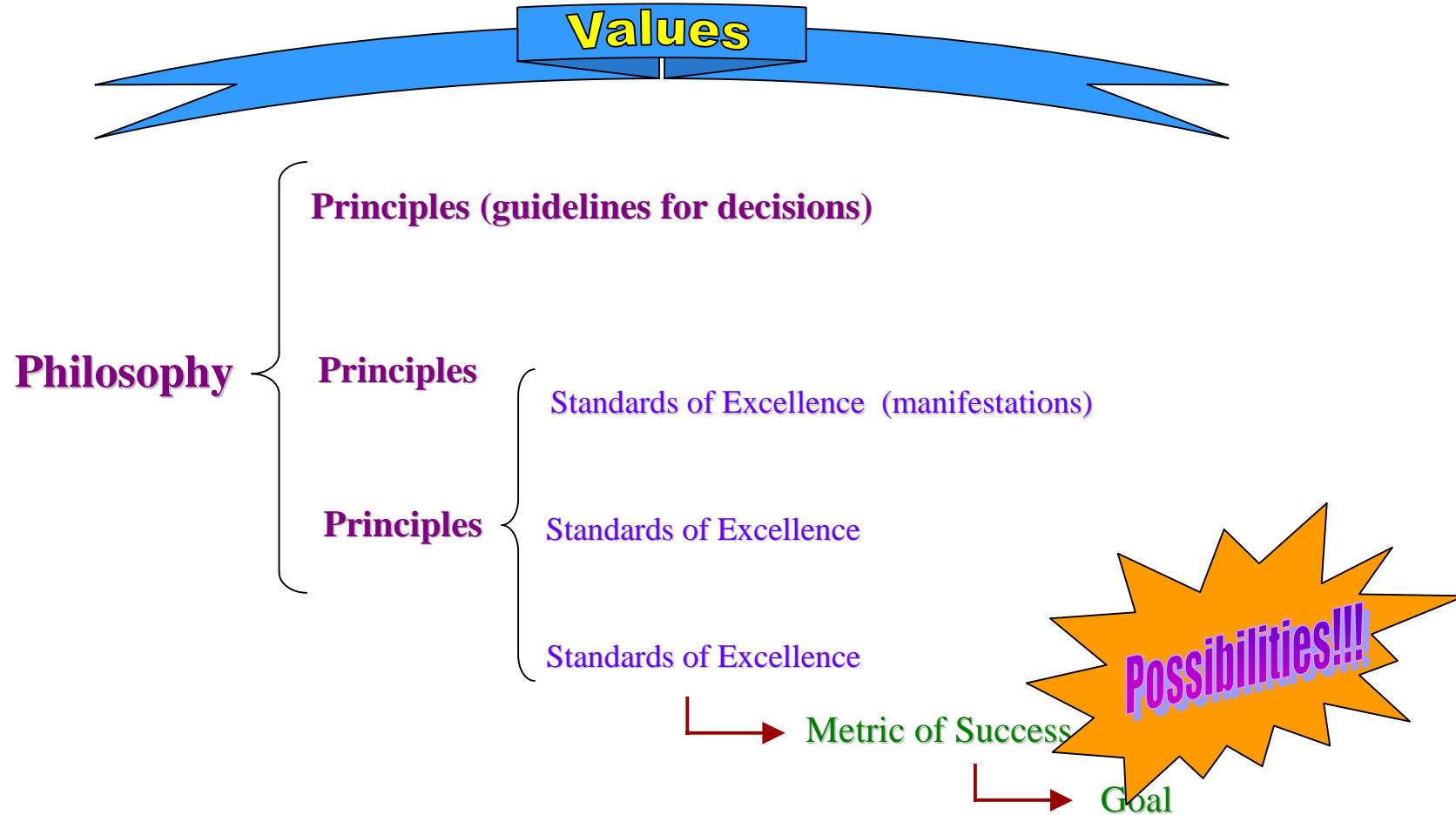
**Worldview**



GROUND

**Personal  
Standards of Excellence**

# Standards of Excellence



**Standard of Excellence:** the criterion for measuring or judging goodness as established by an authority.

## Standards of Excellence

**I say to you today, my friends, that in spite of the difficulties and frustrations of the moment, I still have a dream. It is deeply rooted in the American dream.**

**I have a dream that one day this nation will rise up and live out the true meaning of its creed: “We hold these truths to be self-evident, that all people are created equal.”**

**I have a dream that one day on the red hills of Georgia the sons of former slaves and the sons of former slave owners will be able to sit down together at a table of brotherhood.**

**I have a dream that one day even the state of Mississippi, a desert state, sweltering with the heat of injustice and oppression, will be transformed into an oasis of freedom and justice.**

**I have a dream that my four children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character.**



## Meeting the Greats

- Pick a person
- Read their bio
- Fill in the blanks...

What is Valued?	What is their standard of excellence?	Metric of Success?	Metric Goal?

- Be the person to us
  - “I believe...” and “I will not be happy until...”



Enablers

Strategy

Culture

Collaboration

Networks

Politics

Listening

Alliances

Image

Selling



## **Key Flow: Image Management**

### **Core Purpose:**

To create a shift in perception from current state to desired state  
*in a way that* the targeted audience receives facts, stories and images accurately  
and realistically  
*so that* desired behaviors are experienced.

### **Core Process:**

"Advancing information in the public forum, for the purpose of contributing to public opinion." Harold Burson

### **Product:**

1. A measurable shift in
  - perception
  - behavior/action
  - opinion
2. End-state perception defined
3. Current-state perception defined
4. Plan/strategy for shifting

### **Key Beliefs:**

1. There is a "window of credibility" between the rational mind and the emotional mind among every target audience
2. A correlation exists between the "trust-bank" and the "window of credibility."
3. The window of credibility opens slowly and shuts quickly.
4. Image, not explicitly defined by me, will be defined by someone else.
5. Image management is an ongoing effort not a one-time event.
6. Image erodes overtime without continual maintenance.
7. Congruity must exist between image and reality.
8. Without strategy there is no creative (a good idea which does nothing is not a good idea).
9. Public opinion/acceptance is everything. With public sentiment nothing can fail; without it, nothing can succeed.
10. The molder of public opinion goes deeper than the one who pronounces decisions.
11. The public acts on information in its own perceived best interest.
12. Accuracy is paramount.
13. Image management advocates a particular point of view in the public forum.
14. Facts are objective, perception is subjective.
15. People behave emotionally.
16. The target audience owns the decision.

# BEHAVIOR ZONES

Consequences

Rewards

-4s

-3s

-2s

**Action Zone**  
**Progressive Discipline**

- Termination
- Suspensions w/o pay

Final

1st

Verbal

**P.I.P.**

(Performance Improvement Plan)

- Unit Leader & Peer managed

Unacceptable  
Adverse  
-1s

Acceptable  
+1s  
34%

- Poor recommendation
- No Champion
- Developing negative character

- Positive recommendation
- Developing positive character
- Developing champion

**PERKS**

+2s

14%

- Appreciation award
- Development assignments
- Discretionary time

+3s

2%

- Eagle Award
- Special Award

+4s

- Promo's

Building a Track Record

HR Guided

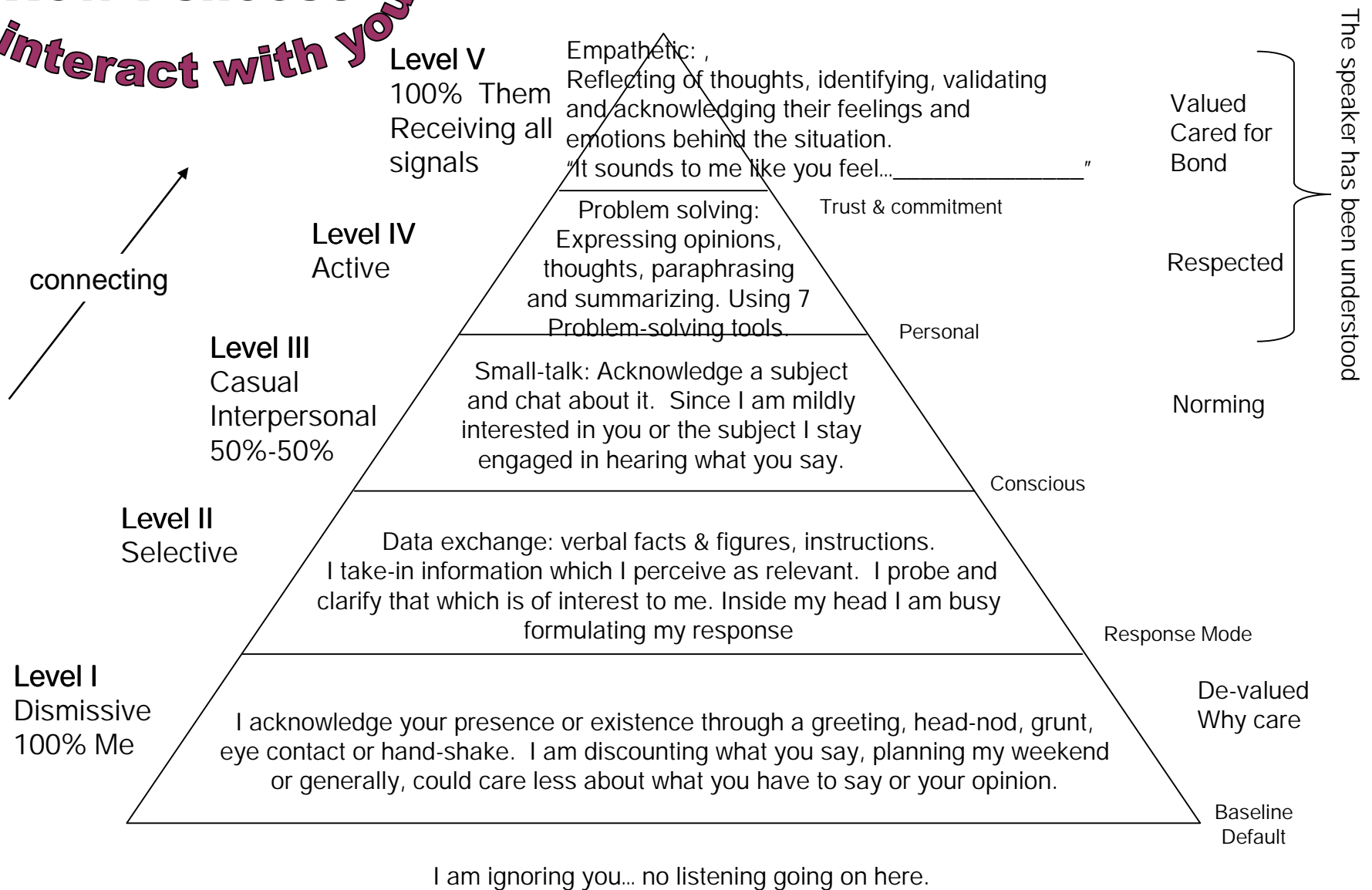
HR Guided

*Consistency is Key*

Image Management								
Target Audience	Image Desired	Why?	Metrics of Success	Current Perception	5-Why's to Root Cause	Messages We Must Send	"Medium" to Send Messages	Actionable Items

# Listening:

## How I choose to interact with you



## A.D.'s Beliefs about Feedback

- Other's insights and opinions *can* be helpful.
- I must trust your motives to be open to you.
- I must respect you and your position to be receptive to you.
- I must believe it is warranted.
- I must be in a place where I can “hear” you.
- You have my best interests at heart.
- Feedback must fit the context of the situation.
- Timing must be appropriate.
- Easier if reciprocal.
- “Feedback” can equal being wrong
- I must believe it is accurate
- Giver must be seen as knowledgeable in subject.

## Negative Emotional Energy

- A **feeling** which saps my will (apathy) or ignites my anger
- Rooted in self-importance
- Driven by “attachments”

- Competence
- Security
- Respect
- Worthiness
- Integrity
- Acceptance
- Approval
- Honesty
- Valued
- Appreciated

## Early Warning Indicators of the *Attachment Zone*

- Pulse quickens
- Hot earlobes
- Sweaty hands
- Voice volume
- Go silent
- Splotchy forehead
- Stuttering
- Hollowness in chest
- Eyes “suck-in”
- Ears blister
- Tunnel vision
- Tingling in back of head
- Heat in back of neck
- Loss of eye control
- Clenching three fingers
- Knees shaking
- Nose flair
- Butterflies in stomach
- Red faced
- Vein protrusion



Remember,

- Use your body signal to become conscious
- Know that an attachment has been hit
- Choose not to get sucked-into the drama
- Take a breath
- Validate the other person's feelings
- Prepare to articulate the problem and move into problem solving without resorting to power/conflict

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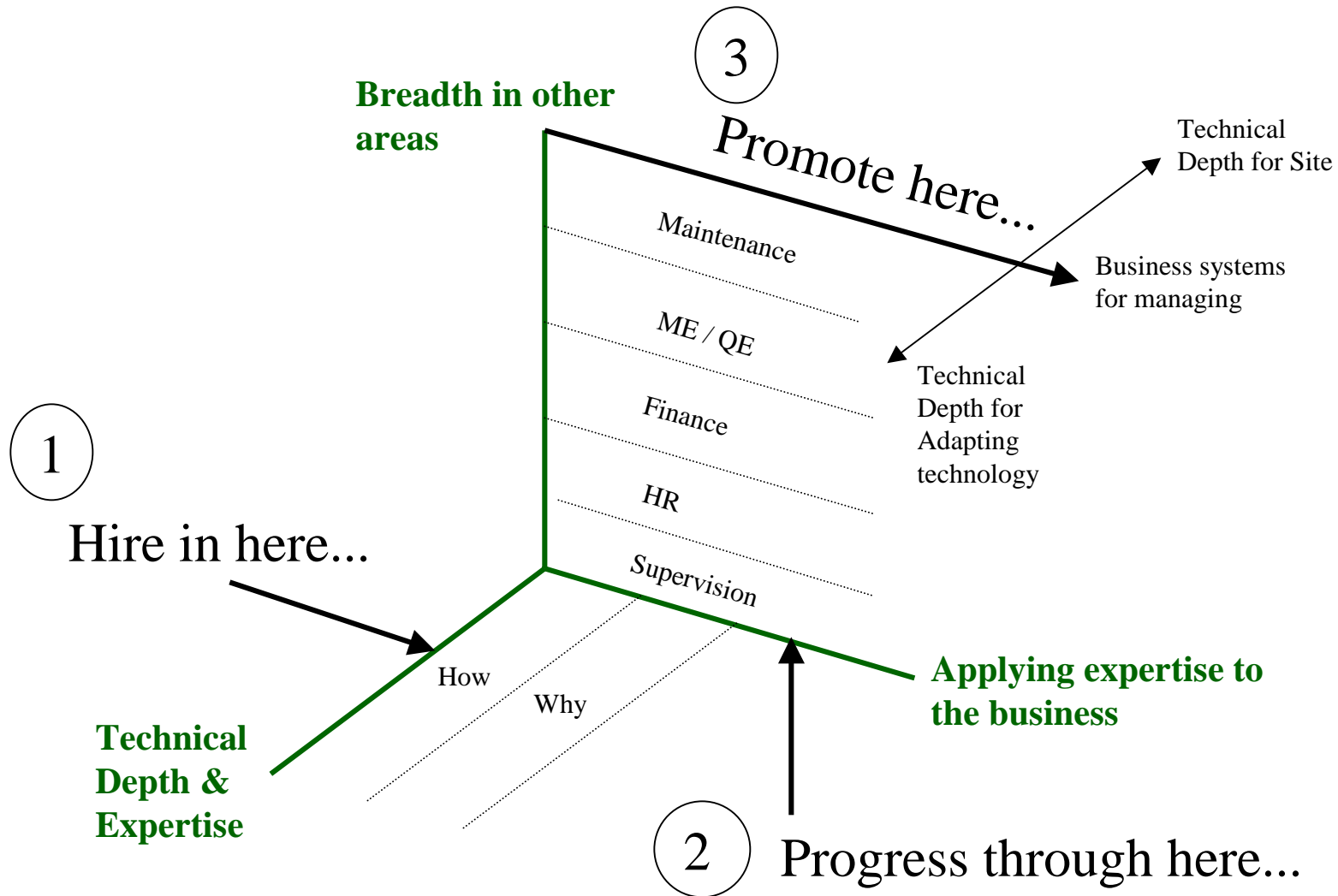
- Be the person to us
  - “I believe...” and “I will not be happy until...”

## Rotation Planning Tool

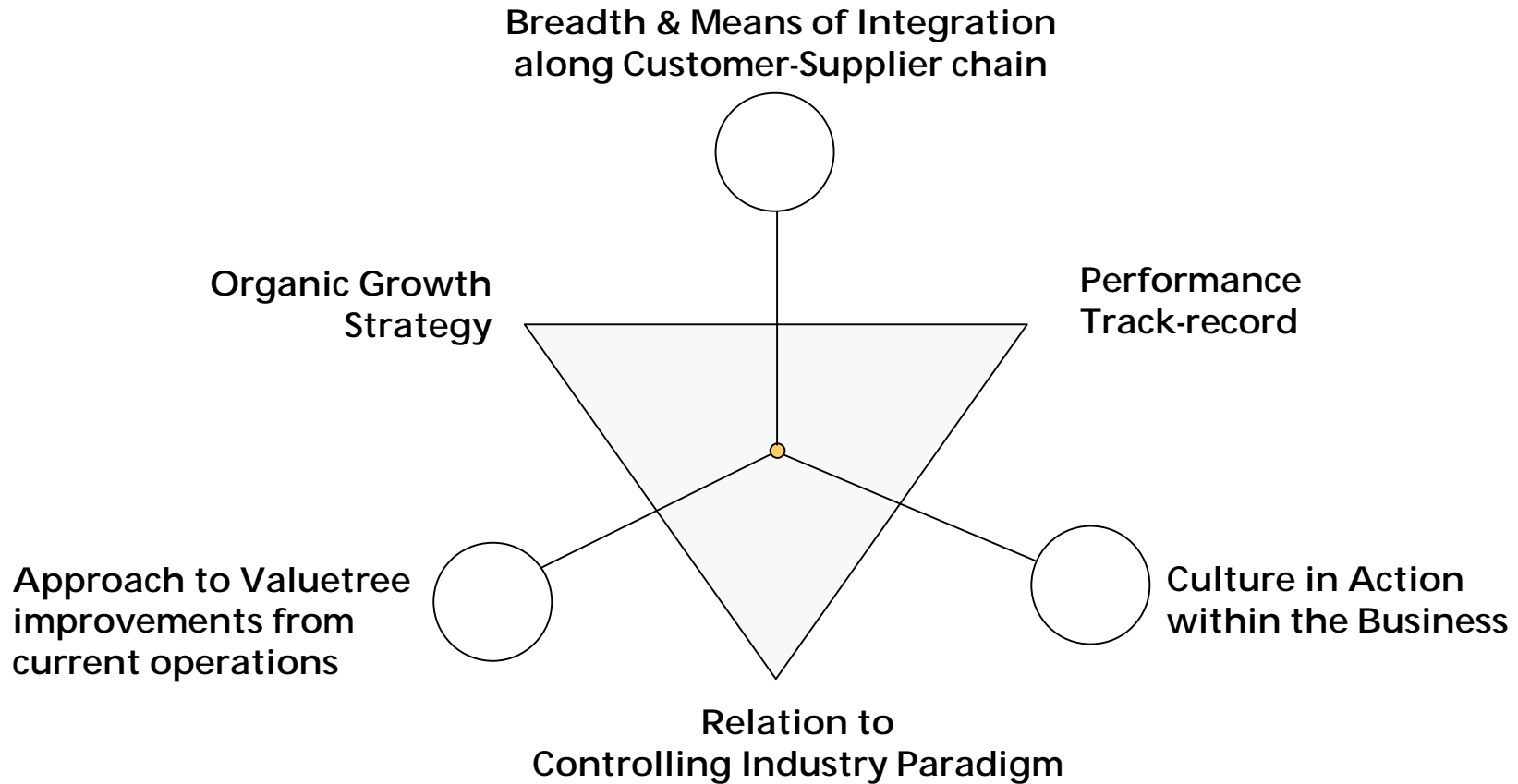
		Previous Employer 1	Previous Employer 2	First Rotation	Second Rotation	Third Rotation	Desired Full-time position
		Insert Title	Insert Title	Insert Title	Insert Title	Insert Title	Desired Title
	Group (Mfg, Comm, Power, Space, PW-C)		?	?	?	?	?
	Desired Location		?	?	?	?	?
Function of Rotation (Mfg, Pwr, Mktg, etc.)		?	?	?	?	?	?
Key Skill Sets or Job Assignments							
P R O D U C T	Functionals Knowledge						
	Development Process						
	Mfg. Processes (Design to Delivery)						
	AC's Quality & CP						
	Supply Chain						
	Inventory Management						
	Cost Leader						
C U S T O M E R	Requirements Analysis						
	Selection Process Analysis						
	General Customer Support						
	Infrastructure Customer Support						
	Negotiation Skills						
	Contracting Experience						
F I N A N C E	Government Specific: Procure						
	Marketing & Sales						
	Business Case Writing (BOM Class)						
	Business Development						
	Financial Planning & Analysis						
	CRM						
	M&A						
	Rising						
	Accounting & Controls						
	Customer Financing						
G E N E R A L	Customer Financing						
	Union Relations						
	Perf. Mgmt & Coaching						
	Project Management						
	Leadership						
	Succession Planning						
	Communication Skills						
U.S. Government Specific Knowledge							
Software Specific Knowledge							
Indicates Key Skill or Position is Required or Suggested for Desired Full-time Position. Select Desired Proficiency							X
Proficient in Key Skill or Position Held							
Additional Experience Desired							

**How systematic  
do you want  
to be?**

# Technical Support Team Progression



# Strategic Integration Model



## Personal Outcomes

- Long-term
- 2009

## *Finding My Future*

### Challenges / Barriers

- Succeeded even when my boss would not release me
- Dealt with fear of being assigned the grunt-jobs once I made my wishes known
- Over-networked and got burned
- The downside of too much advice
- Did the prep, then managed the hierarchy
- Fitted my cultural norms with the company's norms

## *Finding My Future*

### Career Planning / Transition Tools

- Used a detailed planning template
- Scanned position openings (job posting) to develop a vision
- Increased my skills and new doors opened
- Performance + Image + Exposure = Growth
- Effectively used personality profiles and job-match surveys for targeting my job
- My path to my position (engineer to manager), hourly to salary, engineer to fellow
- Rotation program helped me



## *Finding My Future*

Coaches / Mentors / Advice

- Found my idol and interviewed them
- Found a Mentor
- Found an Advocate
- Found a Coach
- I got exposed to other company opportunities
- My boss helped me to get ahead
- Career path evolved and moved me around

## *Finding My Future*

Controlling Your Destiny: How I did it

- Switched jobs and discovered I made a mistake
- Developed the corporate traits of success
- Interviewed other groups around the company to understand the full range of my possibilities
- Had a clear goal and got it
- How flexibility helped me grow
- Communicated my expectations to my boss and managed up
- Planned and groomed my successor
- Learned the probability vs. possibility of my aspirations and created a “ Plan B “
- Developed the confidence to express my desires
- Owned my accountability for my career
- Created my own destiny

**Drive on to  
success !**