



# #We Are Sterling

Elevating organizational performance excellence.

## **Sterling Core Value Leadership Series Program Summaries**

### **Visionary Leadership (John Kueven)**

- Be bold in setting a vision
- Role model and communicate with confidence
- Goal is to create focus on what is important through a supportive environment aligned to strategic priorities
- Leadership is Action – Not a position

### **Customer Focused Excellence (Debbie Vass)**

- Customers are the greatest asset to solidifying an organization's strategy and ongoing success
- Focusing on customer satisfaction, preferences, loyalty will lead to organizational growth
- Leaders can define a customer focused culture by aligning support of behaviors, standards and actions – which includes providing and valuing transparent, timely and constructive feedback

### **Valuing People (Monique Akanbi)**

- Valuing people requires a balanced focus on both customers and employees
- It also requires a deep sense of engagement and belonging for all stakeholders
- And the provisioning of developmental opportunities – through training or other modes of engaged learning
- Create a value delivery system by focusing on outcomes and not activities
- Listen to communicate
- Measure for intended effect and use that to drive continuous improvement

### **Delivering Results and Value (Bob Goehrig)**

- Relentless listening and focus on the customer
- Focus on outcomes and not activities – not a to do list
- Robust measurement process – to determine if you are performing well or not performing well
- Promote continuous improvement – to create a restless culture
- Stay agile and resilient

### **Focus on Success and Innovation (Bob Madeiros)**

- Make sure to balance short and longer term objectives when you are defining success criteria
- Ensure your organization has a system for the discovery and handling of Innovation
- Anticipate your customer's needs, expectations and demands
- Establish a system for intelligent risk taking

### **Agility and Resiliency (Anthony Napolitano)**

- Hardwire resilience into organizational strategy, workforce, community, and performance measures and operations
- Resilience protects us from disruption
- Fight smarter, not harder
- Incorporate resilience outside your organization – consider supply chain network and the communities you serve
- Change the way you think – focus on agility and resiliency intentionally

### **Management by Fact (Dr. Sampson Gholston)**

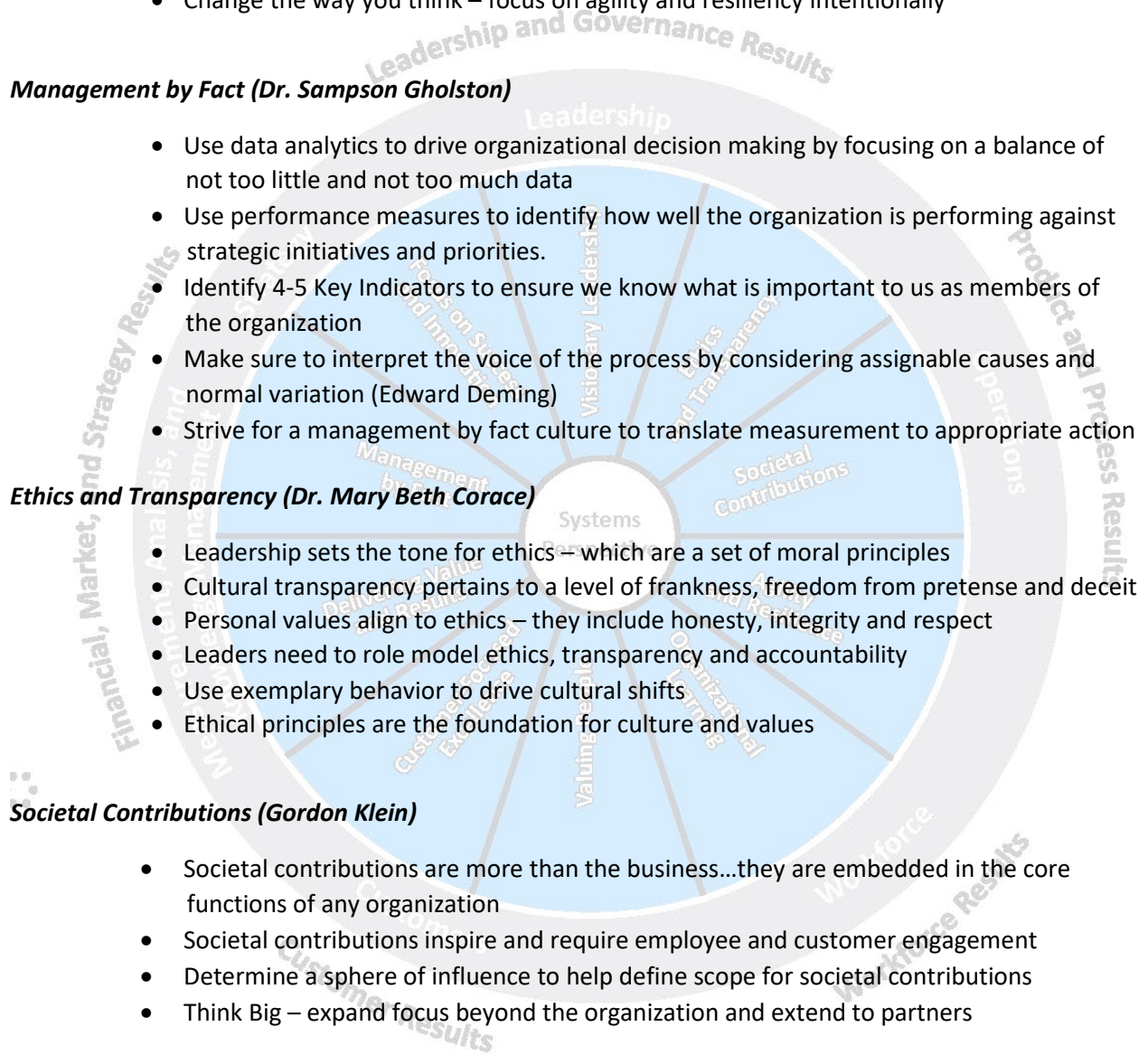
- Use data analytics to drive organizational decision making by focusing on a balance of not too little and not too much data
- Use performance measures to identify how well the organization is performing against strategic initiatives and priorities.
- Identify 4-5 Key Indicators to ensure we know what is important to us as members of the organization
- Make sure to interpret the voice of the process by considering assignable causes and normal variation (Edward Deming)
- Strive for a management by fact culture to translate measurement to appropriate action

### **Ethics and Transparency (Dr. Mary Beth Corace)**

- Leadership sets the tone for ethics – which are a set of moral principles
- Cultural transparency pertains to a level of frankness, freedom from pretense and deceit
- Personal values align to ethics – they include honesty, integrity and respect
- Leaders need to role model ethics, transparency and accountability
- Use exemplary behavior to drive cultural shifts
- Ethical principles are the foundation for culture and values

### **Societal Contributions (Gordon Klein)**

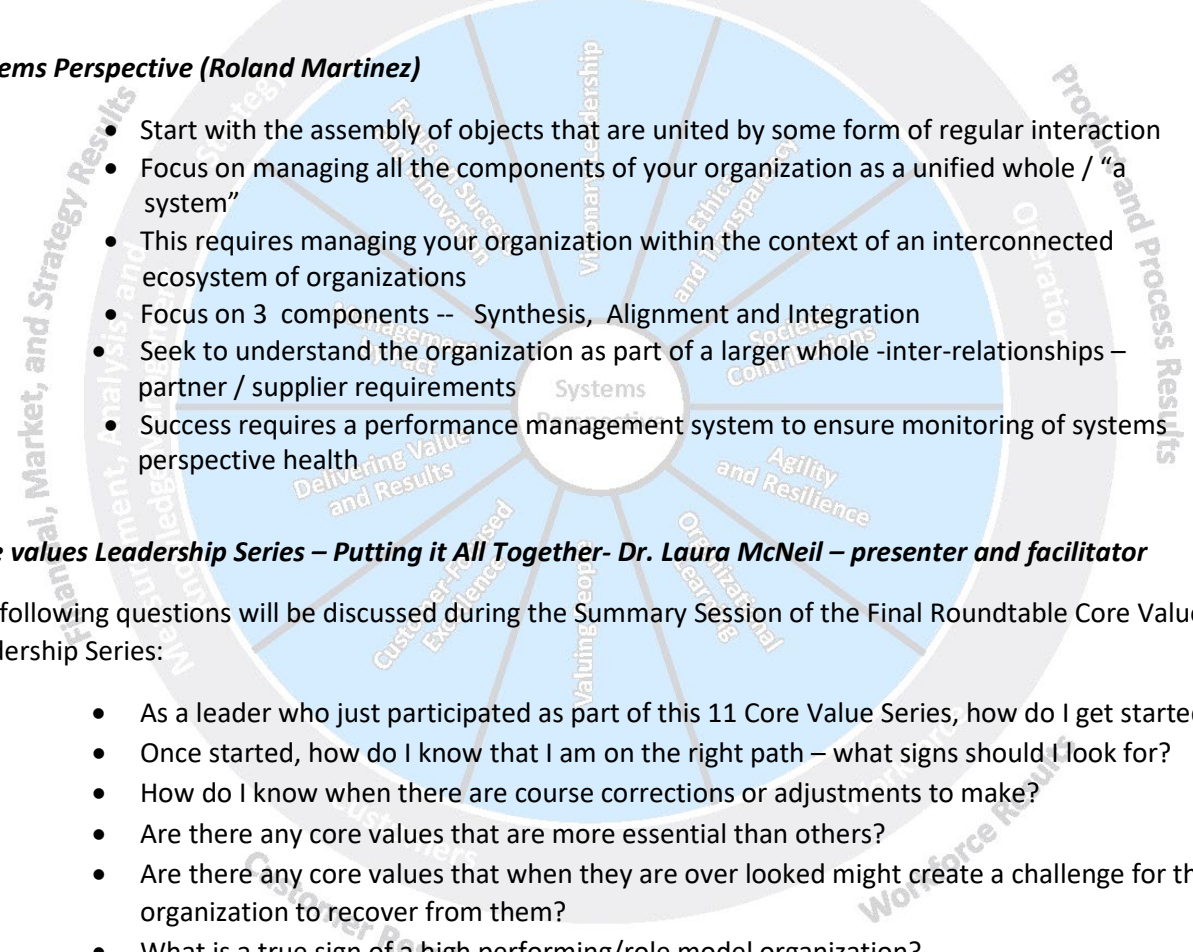
- Societal contributions are more than the business...they are embedded in the core functions of any organization
- Societal contributions inspire and require employee and customer engagement
- Determine a sphere of influence to help define scope for societal contributions
- Think Big – expand focus beyond the organization and extend to partners



### **Organizational Learning (Nichole Solomon)**

- Organizational learning is otherwise referred to as promoting a culture of a **Yearning to Learn**
- Organizational learning is systematic and a part of an organizational ecosystem – that can be evidenced in the typical organizational approach used for solving problems
- Organizational learning is capable of influencing the organization’s speed in adopting and managing change
- Organizational learning is NOT individual learning ... it is the creation, transfer and about how an organization operates
- A culture of organizational learning is created by leaders through role modeling and recognition
- *Leaders can ASK themselves.... how does my organization’s culture naturally promote creativity that drives quick adoption of best practices and innovation*

### **Systems Perspective (Roland Martinez)**

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- Start with the assembly of objects that are united by some form of regular interaction
  - Focus on managing all the components of your organization as a unified whole / “a system”
  - This requires managing your organization within the context of an interconnected ecosystem of organizations
  - Focus on 3 components -- Synthesis, Alignment and Integration
  - Seek to understand the organization as part of a larger whole -inter-relationships – partner / supplier requirements
  - Success requires a performance management system to ensure monitoring of systems perspective health

### **Core values Leadership Series – Putting it All Together- Dr. Laura McNeil – presenter and facilitator**

The following questions will be discussed during the Summary Session of the Final Roundtable Core Values Leadership Series:

- As a leader who just participated as part of this 11 Core Value Series, how do I get started?
- Once started, how do I know that I am on the right path – what signs should I look for?
- How do I know when there are course corrections or adjustments to make?
- Are there any core values that are more essential than others?
- Are there any core values that when they are over looked might create a challenge for the organization to recover from them?
- What is a true sign of a high performing/role model organization?

## 20 Key Highlights

- Leaders make the Core Values part of their standard daily work routines
- Visionary Leadership means you have a plan
- The Leadership team must articulate and demonstrate the importance of each core value on a daily basis for it to become germane to organizational culture
- Best place to start a core values based culture is with understanding your organizational profile and charting its roadmap
- Goal is to get the team to begin applying correct vocabulary given specific situations
- Leaders need to adopt simple terminology and stick to it – this will eliminate confusion and drive focus
- Emulate Stephen Covey - *Begin with the end in mind*
- Define the ways in which you measure so that they indicate achievement - Look at what you are measuring, does it produce the results you're looking for?
- Data tells you what you need to know, it can be leveraged to determine the correct path for progress
- Performance measurement is key to knowing you're on right path, and making the necessary corrections along the way
- Action plans that link workforce to strategic objectives with specific timelines and measures is the best starting point
- Need Visionary Leadership and Systems Perspective first because these are required before you can even engage the other core values
- If you violate concepts of being an ethical or transparent organization, it can be very hard to recover from
- Leaders that engage in unethical behavior, will find it difficult to regain customer, workforce and stakeholder trust
- People focused values require creating an environment based on trust and confidence
- Three key elements must be present for a values based culture; 1. clear mission, 2. clear vision and, 3. clear values that are inherently aligned to workforce expectations
- Measure against world class benchmarks – Measuring against averages will produce.. average outcomes
- Constantly strive to get better
- Leadership starts with your people.
- Remember that the customer of a leader is the workforce – why not make it an engaged workforce.

