

# BASIC BUILDING BLOCKS FOR YOUR ORGANIZATION

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1. The difference between *effectiveness* and *efficiency*.

EFFECTIVENESS = Customer Satisfaction = EXTERNAL

EFFICIENCY = Team Satisfaction = INTERNAL

2. Only two ways to grow an organization:

- A. Grow yourself—what are you doing *intentionally* for personal growth?
- B. Grow your people—see every interaction as an opportunity to grow people

3. Organizations of distinction have three common marks:

- A. **ENGAGED PEOPLE.** It isn't enough to be passionate. Passion without focus is fanaticism. Engaged people are focused, work smarter, serve better and come up with new ideas.
- B. **PERPETUAL INNOVATION.** The status quo is a myth. You're either getting better or you're getting worse. No organization is in neutral.
- C. **STRATEGIC EXECUTION.** It's not how much you know, but how well you apply and execute what you do know. It's a matter of IQ. Not "intelligence quotient" but "implementation quotient".

4. We don't manage people we lead and influence them. We do this in seven ways:

- A. Walk the talk
- B. Focus on things we can control
- C. Be prepared
- D. Know how to work well with people
- E. Show how much you care
- F. Listen
- G. Open /healthy communication

5. South West Airline's Top Ten People Strategies.

From its start-up in 1971 with service to three Texas cities, South West is now the nation's sixth largest airline, employing more than 33,000 people and serving 59 cities coast to coast. It is also the only airlines that shows continuous profits. The secret of their success is simple—put people first!

- A. Attract and hire people who fit the culture. They hire for attitude and train for skill. 40% of their evaluation has to do with leadership.
- B. Let people be themselves.
- C. Create a learning community
  - 1. Focus on the situation (WHAT) not the person (WHO)
  - 2. Maintain the self confidence and self esteem of others – RESPECT
  - 3. Maintain healthy relationships
  - 4. Take initiative to make things better
  - 5. Lead by example
- D. Provide opportunity for growth and development
- E. If they don't fit, say "Goodbye". They're not bad people, they just don't fit.
- F. You told me once but tell me again! Communicate, communicate, communicate.
- G. Avoid elitism and bureaucracy
- H. Celebrate everything
- I. Encourage people to act like owners

“Intangibles are more important than tangibles. You cannot measure or account for these! People are more important than financial resources, equipment, and other material assets. The hardest thing for our competition to copy is our people.” – Herb Kelleher former President and CEO of SWA and now the Chairman of SWA's Board of Directors.

- 6. Learning needed for greater future effectiveness
  - A. Helping people develop the capacity to deal productively with people they experience as different with regards to gender, religious affiliation, ethnicity. In a multi-cultural world, cross-cultural understanding is an essential and learned skill leading to greater interdependence and bridge building.
  - B. Helping people develop their ethical and moral sensitivities. The greater questions are not about knowledge or facts rather of ethics and values. Not just doing things right, but doing the right things.
  - C. Helping people develop healthy interpersonal relationships. Negotiating differences, resolving conflicts, working effectively in teams and collaborating in problem-solving and decision-making activities are learned and critical to effectiveness.
  - D. Helping people develop societal engagement. Assisting people in becoming responsible citizens. Move from an entitlement mentality to becoming a contributor – giving back.

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