



# News and Views

Inside this issue:

<i>A Note From Joel</i>	1
<i>Customer One</i>	1
<i>Can Do versus Will Do</i>	2
<i>Success Part 1</i>	3
<i>More Tools for Org Dev.</i>	3
<i>Our Philosophy</i>	4
<i>News From Our Clients</i>	4
<i>Seminar Dates</i>	4

## *A Note From Joel*

I have just returned from our Senior Managers Seminar in Annapolis, Maryland. You will find several pieces in this newsletter about this program and the follow on CUSTOMER ONE process we introduced there.

Many of our clients have told us that they feel this Fall, and the current activity levels at which they are working, will have a significant impact on their end of year results. That is both an opportunity and a trap. Undoubtedly a strong finish helps our attitude going into next year. But don't fall into the trap of putting all of your planning off until "this busy time passes." Investing some time now in reviewing strategies and longer term plans gives you

that much more time to deploy them before the next season.

From time to time I will be writing articles from the ODA archives. These features will bring out some timeless principles which I feel endure. This issue the subject is "can do" versus "will do."

You will find other articles inside including: Part 1 of an article from Bill Drexler on Success.

Our feature: News From Our Clients continues to get comments from readers. Keep your news coming for future issues.

Enjoy your Holidays.  
*Joel McFadden*

## *CUSTOMER ONE*

*by Joel McFadden*

At the risk of oversimplifying a bit, Organizational Development can be summarized by one phrase:

*"The right people in the right job on the right plan."*

The difficulty in this brief saying is that once we find the right people and develop their skills for their job we still need to determine the focus of the plan.

My Total Quality practitioner friends have been talking recently about the current state of their program. Since this movement started in the 1980's in the U. S. there have been many focus points to rally 'round. Their current evolutionary phrase is: "Customer Determined Quality," that is internal and external customers set the specification to which we all should work. Achievement of this requires closing the loop for continuous improvement.

CUSTOMER ONE, introduced this month in Annapolis to Senior Managers from several Kraft clients, is our response to this need in the marketplace. It builds on the ODA processes for the Recruiting, Selecting, Training, Managing and

Motivation of excellent employees.

CUSTOMER ONE will provide a customized four step individual roadmap for any firm to assess itself in the marketplace and develop the right internally and externally focused processes for achieving the organization's goals.

*Step 1* produces an objective assessment of the position the firm has with its customers.

*Step 2* develops Business Management skills in key employees.

*Step 3* makes the resource allocation decisions necessary to succeed in today's fast moving business environment.

*Step 4* puts these investments to work with the right plans to provide customer determined quality.

Your Kraft Senior Management Consultant will be in touch to discuss how this process can work for you.

If you have any questions in the meantime, please contact us here in our Exton office.

## *Can Do versus Will Do* by Joel McFadden

*from the archives*



“Can-do” ability is not enough, “Will-do behavior” is what gets the job done.

We start with the recruiting and selecting process for filling a position. We use an assessment process which includes behavioral testing and comprehensive interviewing which determines if the candidate’s natural behavior is consistent with the primary activities of the position. If there is a good behavioral fit the person is said to have the “can-do” ability that predicts good performance.

*I could have if ...*

But each of us could do (or learn to do) many jobs that we would never really want to do. A salesman could prospect, a customer service representative could be persuasive, a supervisor could provide effective direction. But none do so because these aspects of the job may seem unimportant to them. So personal interests, likes and dislikes and career paths are important factors in determining “will-do” behavior. Drive level is also important.

Personal problems and attitudes can also destroy “will-do” behavior.

So, we must go back to the recruiting and selecting process. We must go

past the natural behavior fit alone and look at what the assessment and interviews tell us. A very strong tool to use here is the situational question process which helps us gauge the threads of success in an applicant’s background. Listen to the responses. What do you hear?

“I could have made more sales if my boss had only provided me with better leads.”

“I could have led my team if I had more time to get my own work done.”

“I could have solved that problem had I seen it earlier.”

A long list of “could haves” may make you wonder about the “will-do.”

Having a clear understanding of the job and its demands, as well as its rewards, is essential for determining job compatibility and “will-do” behavior. The final responsibility is the manager’s. He must always keep two basic questions in mind: Can this person do the job? Will the person do it?

### Special points of interest::

- Our new website: [www.kraftassociatesoda.com](http://www.kraftassociatesoda.com) is now live and includes some new features that we feel will be helpful to our clients.
- We received feedback from many of the newsletter recipients. If you have anything you would like to see in the newsletter, please send us a note or an email.



## Success Part 1

by Bill Drexler

Do you ever wonder how happy, content and successful people do it? *I do.*

Do you ever wonder if their view of the world is different? *I have.*

Is there anything we can learn from them? *Definitely.*

To try to answer these questions, I've read some books and I've interviewed and observed people. I certainly don't claim to have all of the answers but here are some ideas for you to ponder as we approach the end of another year.

If you're serious about improving, I encourage you to reflect on the past year by asking yourself the questions listed here. Use it as a catalyst to set goals for 2006.

### 1. Define success in your own terms.

Does "what we have" define success? We've all seen it - people who "have it all" and are miserable. We've also seen people who we would call poor who are happy and content. What's the difference? It's not what you have, but *who you are* that defines success.

*How do you define success?*

### 2. Use your God-given gifts.

You can be successful with the mind, body, personal-

ity, resources and education that you already have. What you need is the passion to go after your dream and the perseverance to make it over the bumps in the road.

*What are your unique skills?*

### 3. There is no failure-only feedback

Failure is an opportunity to learn from what's happened to you. It's been said that the definition of insanity is "doing the same thing over and over but expecting different results". Successful people don't dwell on the past or let it define the future. They *live* in the present, *learn* from the past and *plan* for the future.

*What can you learn from the past year...good and bad?*

*What are you going to do differently next year?*

### 4. There is only one way to eat an elephant-one bite at a time.

We can be so intimidated by big tasks that we do nothing. When you learn to break the task into manageable, achievable pieces and work on each piece, it becomes less overwhelming.

*What task looks too big to complete? Where can you start?*

*Part 2 of the Success article in our next newsletter*

## More Tools for Organizational Development

by Joel McFadden

For some time Kraft Associates has been using case studies to present our material. We have found that this approach provides several benefits to learning and applying principles useful in organizational development:

- They allow us to look into the future
- They drive out fear by having an external situation to look at
- Which keeps us ahead in problem solving
- They are a fun way to learn

To address the complex issue of customer service at our Senior Managers seminar in Annapolis we added a new type of case study to our arsenal of management tools—the multi media simulation. This powerful business learning tool allows managers to set tentative strategies in place, make decisions about their priority and relative value and then experience first-hand their long term impact. Years of valuable business experience are compressed into hours.

We have found that this approach is particularly valuable when the objective of the case study is multi-dimensional. In the real world managers make decisions covering a variety of issues, and circumstances. The simulation allows us to balance a number of factors and make decisions about each.

The program then "runs the business" for a period of time based on the assumptions and decisions made. The impact one decision has on another becomes clear. And the underlying assumptions of the case can be understood

and then modified. A repeat of the process then deepens the understanding of the case.



We have decided to use this approach in our CUSTOMER ONE program because of the complexity of decisions needed to reach our goals in this area which is central to business success.

# Kraft Associates / ODA, Inc.

317 Exton Commons  
Exton, PA 19341  
www.kraftassociatesoda.com

Phone: 610.363.6880  
Fax: 610.363.5715  
Kraftassoc@aol.com



## OUR MISSION:

Our Mission is to serve Entrepreneurs in the achievement of their personal goals through their organizations. The Entrepreneur is the force of our society that maintains a culture which will assist people in the achievement of their individual personal goals through their jobs. This Mission is carried out in an atmosphere of honesty, trust, and love for each other.

## OUR PHILOSOPHY:

We believe that the most important asset of an organization is the human asset and the development of that asset is both a moral obligation and financial gain on the part of the ownership.

## News From Our Clients:

- *Midwest Groundcovers team of employees raised \$17,500 for the American Cancer Society 2005 Relay for Life in Kane County, IL.*
- *Ireland Gannon Associates recently completed a large landscape project for the President Residence at SUNY Farmingdale.*
- *Martin Viette Nurseries, for this years INN dinner commissioned a special ornament; "Charity Begins at Home". All proceeds go to this charity which reaches out to the homeless.*
- *Mark McAteer of The Laurel Group was recently a judge for a design competition for Landscape Contractors Association, MD·DC·VA.*

## MANAGEMENT SEMINARS

### WINTER 2006

Long Island, NY

Begin with Excellence  
(Recruiting & Selection)  
January 17-18-19, 2006

K. A. S. H.  
(Training & Communication)  
February 14-15-16, 2006

Controlling Excellence  
(Management & Motivation)  
March 7-8-9, 2006



## CUSTOMER ONE

(Steps to  
Process Improvement)  
2006 to be announced

## MANAGEMENT SEMINARS

### FALL 2006

Location to be announced

Begin with Excellence  
(Recruiting & Selection)  
September 2006

K. A. S. H.  
(Training & Communication)  
October 2006

Controlling Excellence  
(Management & Motivation)  
November 2006

*Kraft Associates/ODA, Inc.*  
**Seminars**