

THREE ELEMENTS FOR ORGANIZATIONAL SUCCESS

The success of any organization is tied to just three overriding elements. Each of these elements exist in every organization but the key question is are these elements strategically developed or did they evolve on their own.

The three keys to organizational success are People, Culture and Processes or PCP. People answers the question of “who does the work”. Culture answers the question “why do

“Are you struggling to find greater success for your organization?”

the people do the work”. Processes answers the question “how do the people do the work”. If the answers to these three questions are strategically determined by the senior leadership of the organization success will follow.

The first element, People, addresses the talent and values of the individuals in the organization. To achieve break through results every organization must have highly talented people at every level. It is an undeniable fact that mediocre talent will not produce best in class performance. A baseball pitcher may have all the desire in the world but if he can't throw strikes, if his fastball isn't fast enough, good hitters are going to chase him off the mound. In the kitchen, a Sous Chef may love to cook, and people may love to work for her but if she lacks culinary talent her contribution to the quality of the food will be limited. Finally, a manager may be well liked by all and work long hard hours every day but if he lacks the ability for long term strategic planning and does not have a vision for the future his area of responsibility will not produce breakthrough results. To create world class results every organization must be populated with uniquely talented individuals. The leaders at the top of your organization must be involved in the selection and evaluation of the people in your organization. Are you determining the standards in this area or have you allowed this standard to be determined by others? Does your organization hire warm bodies or do you search for the best possible

candidate? Do you allow below average performers to continue to work in your organization or do you require these employees to change their performance or change their place of employment? Without the best employees your organization will not achieve your vision of a high performing enterprise.

The second key element to organizational success is Culture. An organizations culture

answers the question of why people do the work and in a very real sense, how hard they will work. Every organization has a culture-the question is whether or not that culture contributes to the success of the organization or holds it back. As the leader you determine the culture just as much as a gardener determines what grows in a plot of land. If the gardener does nothing to the land, plants will still grow. Some may even be desirable plants such as wild blackberries. But very likely, poison ivy and other noxious plants will also grow there. However, if the gardener plows the land, plants the right seeds, waters and fertilizes the garden wonderful things will take root and grow. Over time the gardener will have a bountiful harvest. The gardener will also need to watch out for weeds, as they will always try to grow in the garden too. In your organization, weeds are competing subcultures that will take over your organization if not identified and addressed quickly.

Your organization is exactly like that garden; you must determine the culture by planting the seeds. What kind of culture do you want? Most leaders would say they want a culture of high employee empowerment and engagement. Does your own leadership style reflect those ideals or are you a micro-manager who creates a work place of high fear and low trust? Are your managers aligned with your ideals or when they leave your office do they create their own culture? In every organization there are formal leaders-those determined by the organizational



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chart-and the informal leaders-those determined by the people in your organization. Have you identified these informal leaders? Are these informal leaders culturally aligned with you or are they taking your people in a different direction? Informal leaders can be weeds or they can be nutrients.

The NFL gives us great examples of how culture can play an enormous role in the success of an organization. In 2010 the New York Jets won their division and were one game away from playing in the Superbowl. In 2011 this same team did not even make it to the playoffs. After the season, some players made accusations that many of their teammates were only interested in personal goals and cared less about whether the team won or lost. In one of the last games of the year a wide receiver and the quarterback nearly came to blows in the huddle over this issue. In the highly competitive NFL, a poor culture is often the difference between winning and losing.

A second example of a culture gone astray also comes from the NFL. After the 2011 season ended, the commissioner of the NFL announced that the New Orleans Saints had created and allowed to exist a bounty system. Players received additional compensation if they knocked an opposing player out of the game. This constitutes a significant violation of



Scott Russell

NFL policy and the penalties imposed by the NFL were the most severe ever handed down. The head coach was suspended for the entire 2012 season, the team was fined in both cash and draft picks and other penalties are still pending. The person most responsible for the origination of this culture was the coach of the defense—he started the bounty system but the head coach and the general manager allowed it to continue.

The lesson is that culture will exist; it is up to you as the leader to insure it is the culture you want. The culture of your organization should be what you believe it needs to be in order for your team to accomplish its mission. Once you are clear on what you want, determine how best to plant those seeds and work hard to keep your garden free of weeds.

The last key element is Process. How do your people do their work? Great people in a great culture using poor or outdated tools are not going to create the results that will put your organization ahead of your competitors. Processes affect the other two key elements. The process of selection and employee evaluation heavily influences the element of People. The process of cleaning and maintaining the work environment can either support or undermine your Culture. If equipment breaks down often and is slow to be repaired you are sending a message to your people that

efficiency isn't important and neither is production. Is that the Culture you want in your organization? Do you challenge your people to continually improve, do you keep score and publish the results or do you keep that information to yourself? If you want a Culture of continuous improvement you must measure performance against predetermined goals and share those scores with everyone in the organization. Are key decisions made with those affected involved at every step or are those decisions announced with no input from the people? Do you think you are the smartest one in the room or are you willing to accept that others, in lower positions in the organization, might actually be more capable of making an important decision? The process of decision making is critical to the creation of a culture of empowerment. Process; how work gets done, is the third key element in the success of any organization.

Are you struggling to find greater success for your organization? Evaluate your People, your Culture and your Processes and you will surely find the keys to improved performance.

John Russell is an active BUILD Mentor, Serves on the Board of Directors for the Walton Area Chamber of Commerce and is a partner in the new consulting firm of Russell and Russell. You can reach him at john@russellandrussellconsulting.com.

RUSSELL AND RUSSELL HOSPITALITY CONSULTING INITIATES COMPREHENSIVE SERVICES TO HOTELS AND RESORTS THROUGHOUT NORTHWEST FLORIDA

Russell and Russell Hospitality Consulting today announces the initiation of its comprehensive range of services to hotels and full-service resorts located throughout Northwest Florida. The Group provides a wide range of premier functions to hospitality companies, including strategic planning, administrative management, staff training, sales development, marketing, public relations and community relations activities.

Senior Partners, John Russell and Scott Russell, together offer more than fifty years of broad-based experience in the development, strategic growth and operational management of premier hospitality properties owned by such companies as Ritz Carlton, Hilton, Marriott, Intrawest and others, located throughout the world. This platform allows them to provide an unparalleled quality of professional services not typically found in the Northwest Florida area between Pensacola and Tallahassee.

John Russell began his career with Hyatt Hotels where, during his tenure, he held both operations and management positions at 13 separate properties including the Grand Hyatt in New York and the Hyatt Regency in Chicago. Recruited by Ritz Carlton in 1995, Mr. Russell held management positions at properties in Virginia; San Juan, Puerto Rico; and New Orleans. In 2003, Mr. Russell became Vice President and Managing Director of The West

Paces Hotel Group. Most recently, he was Senior Vice President Operations, Sandestin Golf and Beach Resort, Destin, FL, and also serving as Regional Vice President, Intrawest Hospitality Management for the Marriott Courtyard and Marriott Residence Inn, Sandestin, and the Cottage Rental Agency, Seaside, FL. Mr. Russell was named President of Sandestin Investments, LLC in 2010.

Scott Russell (not related to John) spent 19 years with Ritz Carlton in sales and marketing management positions, most recently as Vice President of Global Sales. In 2009, Scott joined Sandestin Golf and Beach Resort as Vice President of Sales and Marketing, a position he has held until forming Russell and Russell Hospitality Consulting with John.

"The hospitality industry is a cornerstone of the Northwest Florida economy," said John Russell. "During the past several years, that segment has suffered significant revenue reductions. However, current statistics point to a regeneration of activity for the tourism industry in our area. This offers Russell and Russell Hospitality Consulting a solid foundation to provide services to an industry that now requires distinctive branding and first class performance to gain and retain customers.

"The natural beauty of the area, and the number of unparalleled vacation amenities including beach, fishing and golf offerings attract visitors from all over the world. These

visitors expect the best possible vacation experience," continued Russell. "Russell and Russell Hospitality Consulting can assist both independent and brand-name properties to consistently fulfill...and exceed... their guests' expectations."

"As the economy recovers, hospitality owners will need to jump-start their marketing efforts," said Scott Russell. "We can provide owners with a strategic roadmap for using sales channel management, e-commerce and social media opportunities to grow revenue and create memorable brands. In addition, we offer advanced training and development initiatives designed to increase sales and improve operating margins."

Russell and Russell Hospitality Consulting is a privately-held entity created to offer owners and operators of hospitality properties sales, management, marketing and training tools to improve brand image and profitability. Located in Destin, and focusing on the hospitality industry of Northwest Florida, the organization provides unparalleled world-class experience and talent to help hospitality entities generate superior customer service and satisfaction. For more information contact:

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