

The graphic features a blue semi-circle containing a stylized white figure of a person with arms outstretched, set against a background of a globe and a stack of stones.

Gabriel Iqbal
Leading Peak Performance Coach

Eureka[®]

Leadership-Management-Team Building-Well Being-Environment

Making a Difference[™]



21st Century Leadership Paradigm Shift

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- Part 1: Understanding Leadership
- Part 2: Operational Structure of Highly Effective Companies

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21st Century Leadership Paradigm Shift

Part 1: Understanding Leadership

Exercise:

In your group define:

- ✓ Leadership
 - ✓ Management
 - ✓ Attitude
-
- ✓ Present and explain your findings to the other group

Activity Time:

- ✓ 20 min

Presentation Time:

- ✓ 20 min



"Some people see things as they are and say, "Why?" I dream of things that never were and say, "Why not?"

George Bernard Shaw

Defining Leadership:

- ✓ Leadership is the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members.
- ✓ Organizationally, leadership directly impacts the effectiveness of costs, revenue generation, service, satisfaction, earnings, market value, share price, social capital, motivation, engagement, and sustainability.
- ✓ Leadership is the ability of an individual to set an example for others and lead from the front. It is an attitude that influences the environment around us.
- ✓ Jung's definition of attitude is a "readiness of the psyche to act or react in a certain way"

Modern Leadership:

In modern dynamic environments formal bureaucratic organizations have started to become less common because of their inability to deal with fast-changing circumstances. Most modern business organizations (and some government departments) encourage what they see as "leadership skills" and reward identified potential leaders with promotions.

Leadership Measurement:

To measure leadership more specifically, one may assess the extent of influence on the followers, that is, the amount of leading. Within an organizational context this means financially valuing productivity. Effective leaders generate higher productivity, lower costs, and more opportunities than ineffective leaders. Effective leaders create results, attain goal, realize vision, and other objectives more quickly and at a higher level of quality than ineffective leaders.

Exercise:

In your group list at least 10 sentences describing:

- ✓ Effective Leadership
- ✓ Ineffective Leadership

- ✓ Present and explain your findings to the other group

Activity Time:

- ✓ 20 min

Presentation Time:

- ✓ 20 min

BOSSISM



Relies on Authority
Drives
Creates Fear
Creates Resentment
Says "I"
Fixes Blame
Knows How
Makes Work Drudgery
Short-Term Goals
Traditional



LEADERSHIP



Relies on Co-operation
Leads
Creates Confidence
Creates Enthusiasm
Says "We"
Fixes Mistakes
Shows How
Makes Work Interesting
Short & Long Term Goals
Dynamic

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Historical View on Leadership Types:

Tribes: Basic level of group behaviour with a physically strong leader.

Agricultural Era: Settled tribes with wise old leaders

Democratic Era: Hellenistic age / Pluto's Republic / Origin of Basic Democratic Leadership.

Industrial Era: Colonial age / Imperliasm / Mass production / Transactional Leadership / Main focus on Left Brain operations

Technological Era: Information Revolution / Transformational Leadership / main focus on Right Brain operations.

James MacGregor Burns introduced a normative element: an effective Burnsian leader will unite followers in a shared vision that will improve an organization and society at large. Burns calls leadership that delivers "true" value, integrity, and trust **transformational leadership**. He distinguishes such leadership from "mere" **transactional leadership** that builds power by doing whatever will get more followers.

Left brain

1. Dominant individuals are more orderly, literal, articulate, and to the point.
2. They are good at understanding directions and anything that is explicit and logical.
3. They can have trouble comprehending emotions and abstract concepts, they can feel lost when things are not clear, doubting anything that is not stated and proven.

Right brain

1. Dominant individuals are more visual and intuitive.
2. They are better at summarizing multiple points, picking up on what's not said, visualizing things, and making things up.
3. They can lack attention to detail, directness, organization, and the ability to explain their ideas verbally, leaving them unable to communicate effectively.

LEFT BRAIN FUNCTIONS

uses logic
detail oriented
facts rule
words and language
present and past
math and science
can comprehend
knowing
acknowledges
order/pattern perception
knows object name
reality based
forms strategies
practical

RIGHT BRAIN FUNCTIONS

uses feeling
"big picture" oriented
imagination rules
symbols and images
present and future
philosophy & religion
can "get it" (i.e. meaning)
believes
appreciates
spatial perception
knows object function
fantasy based
presents possibilities
impetuous
risk taking



Suggested qualities of leadership:

Studies of leadership have suggested qualities that people often associate with leadership. They include:

- **Guiding** others through modelling (in the sense of providing a role model) and through willingness to serve others first (compare followership)
- **technical/specific skill** at some task at hand
- **Initiative** and entrepreneurial drive
- **Charismatic inspiration** - attractiveness to others and the ability to leverage this esteem to motivate others
- **Preoccupation with a role** - a dedication that consumes much of leaders' life - service to a cause
- **A clear sense of purpose (or mission)** - clear goals - focus - commitment
- **Results-orientation** - directing every action towards a mission - prioritizing activities to spend time where results most accrue
- **Cooperation**-work well with others
- very few pessimists become leaders
- **Rejection of determinism** - belief in one's ability to "make a difference"
- **Delegate** - Ability to encourage and nurture those that report to them - delegate in such a way as people will grow
- **Role models** - leaders may adopt a persona that encapsulates their mission and lead by example
- **Self-knowledge** (in non-bureaucratic structures)
- **Self-awareness** - the ability to "lead" (as it were) one's own self prior to leading other selves similarly
- **Choose winners** With regards to people and to projects, the ability to choose winners - recognizing that, unlike with skills, one cannot (in general) teach attitude. Note that "picking winners" ("choosing winners") carries implications of gamblers' luck as well as of the capacity to take risks, but "true" leaders, like gamblers but unlike "false" leaders, base their decisions on realistic insight (and usually on many other factors partially derived from "real" wisdom).
- **Understanding what others say**, rather than listening to how they say things - this could partly sum this quality up as "walking in someone else's shoes" (to use a common cliché).

Leadership "styles" (as per House and Podsakoff)

In 1994 House and Podsakoff attempted to summarize the behaviors and approaches of "outstanding leaders" that they obtained from some more modern theories and research findings. These leadership behaviors and approaches do not constitute specific styles, but cumulatively they probably[citation needed] characterize the most effective style of today's leaders/managers. The listed leadership "styles" cover:

1. **Vision.** Outstanding leaders articulate an ideological vision congruent with the deeply-held values of followers, a vision that describes a better future to which the followers have an alleged moral right.
2. **Passion and self-sacrifice.** Leaders display a passion for, and have a strong conviction of, what they regard as the moral correctness of their vision. They engage in outstanding or extraordinary behaviour and make extraordinary self-sacrifices in the interest of their vision and mission.
3. **Confidence, determination, and persistence.** Outstanding leaders display a high degree of faith in themselves and in the attainment of the vision they articulate. Theoretically, such leaders need to have a very high degree of self-confidence and moral conviction because their mission usually challenges the status quo and, therefore, may offend those who have a stake in preserving the established order.
4. **Image-building.** House and Podsakoff regard outstanding leaders as self-conscious about their own image. They recognize the desirability of followers perceiving them as competent, credible, and trustworthy.
5. **Role-modelling.** Leader-image-building sets the stage for effective role-modelling because followers identify with the values of role models whom they perceived in positive terms.
6. **External representation.** Outstanding leaders act as spokespersons for their respective organizations and symbolically represent those organizations to external constituencies.
7. **Expectations of and confidence in followers.** Outstanding leaders communicate expectations of high performance from their followers and strong confidence in their followers' ability to meet such expectations.
8. **Selective motive-excitement.** Outstanding leaders selectively arouse those motives of followers that the outstanding leaders see as of special relevance to the successful accomplishment of the vision and mission.
9. **Frame alignment.** To persuade followers to accept and implement change, outstanding leaders engage in "frame alignment". This refers to the linkage of individual and leader interpretive orientations such that some set of followers' interests, values, and beliefs, as well as the leader's activities, goals, and ideology, becomes congruent and complementary.
10. **Inspirational communication.** Outstanding leaders often, but not always, communicate their message in an inspirational manner using vivid stories, slogans, symbols, and ceremonies.

Leadership and Vision

Many definitions of leadership involve an element of vision — except in cases of involuntary leadership and often in cases of traditional leadership. A vision provides direction to the influence process. A leader (or group of leaders) can have one or more visions of the future to aid them to move a group successfully towards this goal. A vision, for effectiveness, should allegedly:

- appear as a simple, yet vibrant, image in the mind of the leader
- describe a future state, credible and preferable to the present state
- act as a bridge between the current state and a future optimum state
- appear desirable enough to energize followers
- succeed in speaking to followers at an emotional or spiritual level (logical appeals by themselves seldom muster a following)

Leadership's relation with management:

one can view leadership as:

- centralized or decentralized
- broad or focused
- decision-oriented or morale-centred
- intrinsic or derived from some authority

One clear distinction could provide the following definition:

- Management involves power by position.
- Leadership involves power by influence.

Twelve distinctions between the two groups:

- Managers administer, leaders innovate
- Managers ask how and when, leaders ask what and why
- Managers focus on systems, leaders focus on people
- Managers do things right, leaders do the right things
- Managers maintain, leaders develop
- Managers rely on control, leaders inspire trust
- Managers have a short-term perspective, leaders have a longer-term perspective
- Managers accept the status-quo, leaders challenge the status-quo
- Managers have an eye on the bottom line, leaders have an eye on the horizon
- Managers imitate, leaders originate
- Managers emulate the classic good soldier, leaders are their own person
- Managers copy, leaders show originality

Exercise:

- ✓ In your group list as per priority the 5 aspects of human need within the blank spaces on the triangle
- ✓ In your group list as per priority the 5 aspects of human need within the blank spaces on the triangle based on the aspects as provided
- ✓ Present and explain your findings to the other group

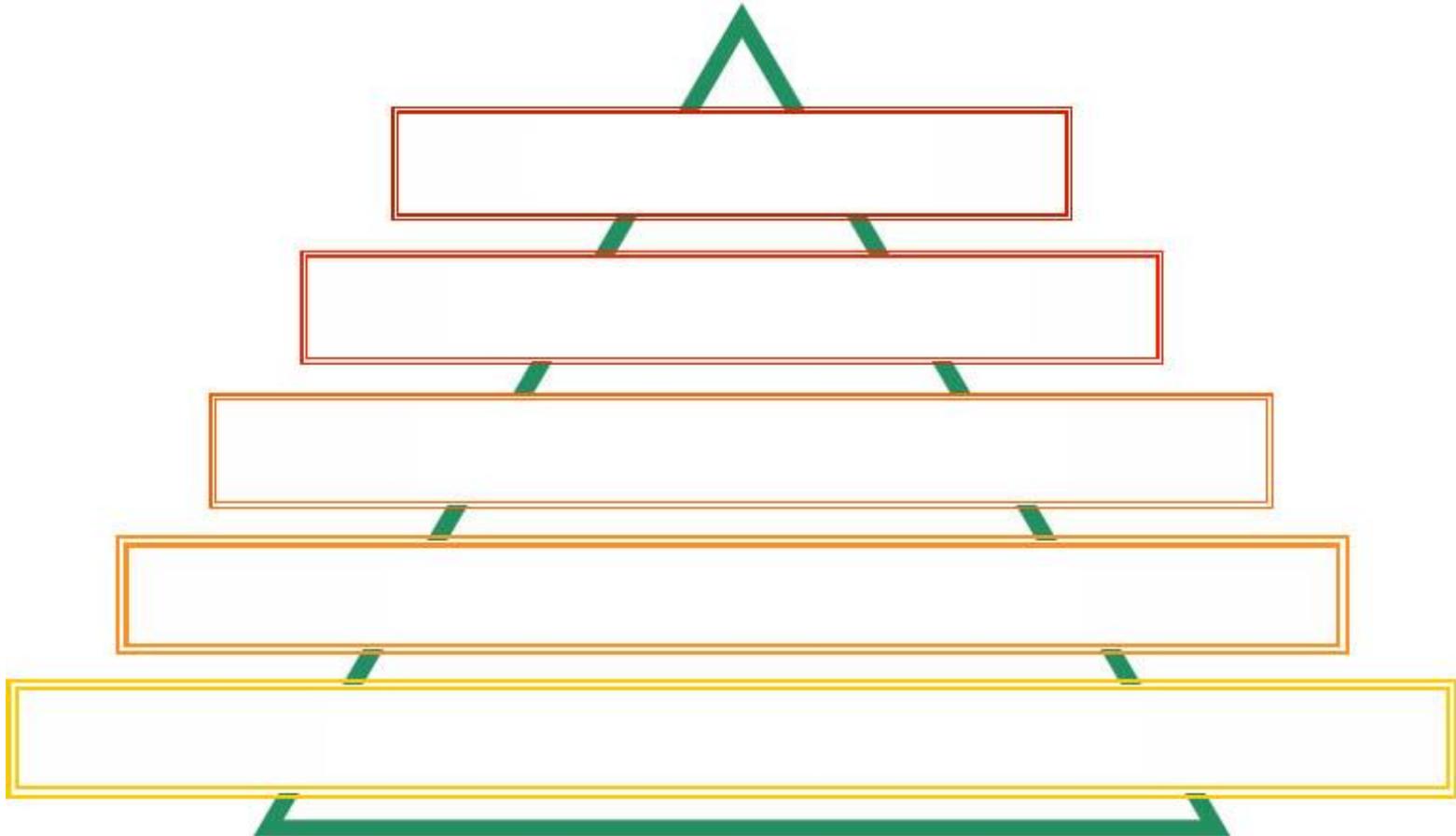
Activity Time:

- ✓ 20 min

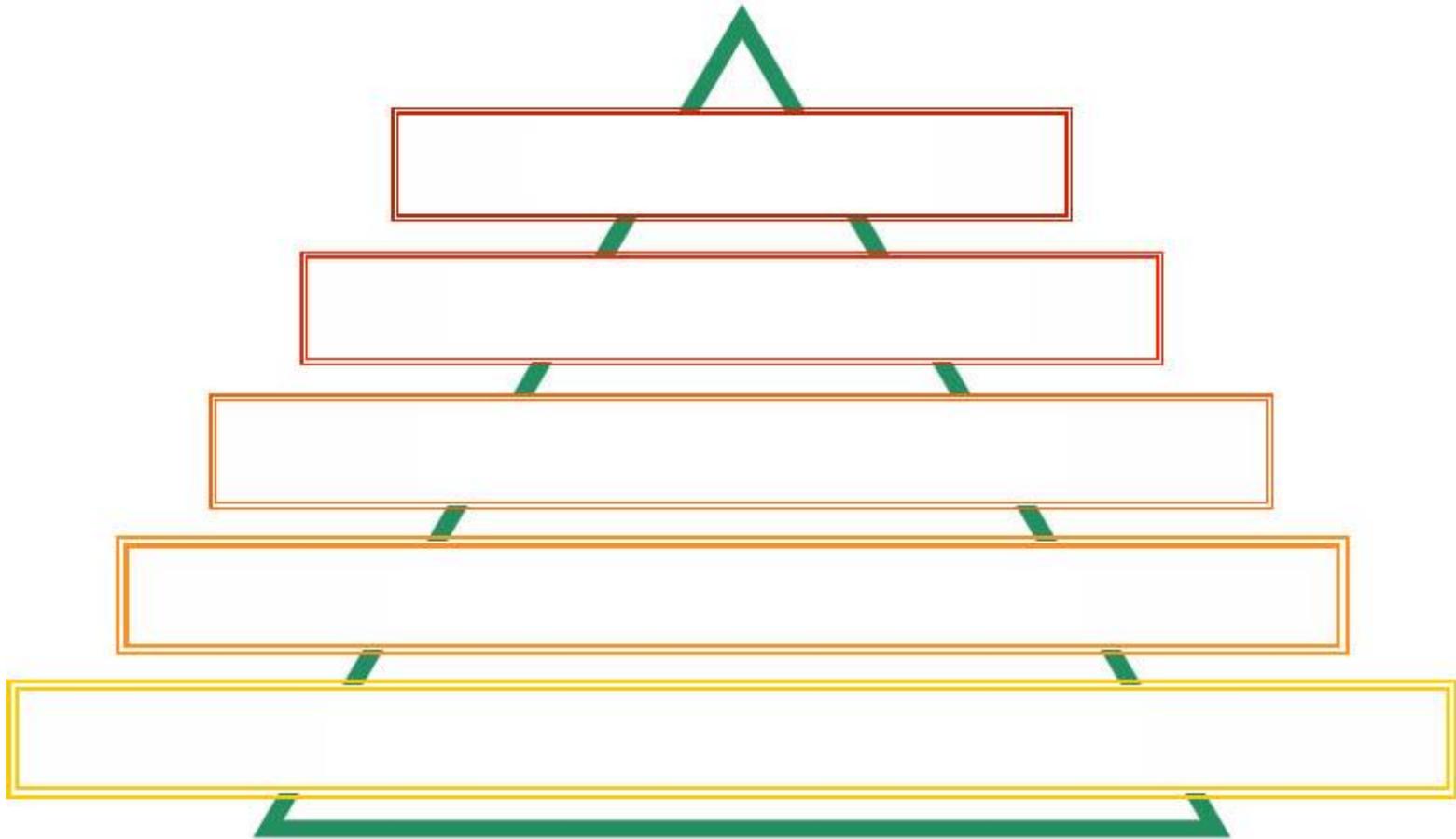
Presentation Time:

- ✓ 20 min

List as per priority the 5 aspects of human need within the blank spaces on the triangle



In your group list as per priority the 5 aspects of human need within the blank spaces on the triangle based on the aspects as provided



Esteem needs

achievement, status, responsibility, reputation

Biological and Physiological needs

basic life needs - air, food, drink, shelter, warmth, sex, sleep, etc.

Safety needs

protection, security, order, law, limits, stability, etc

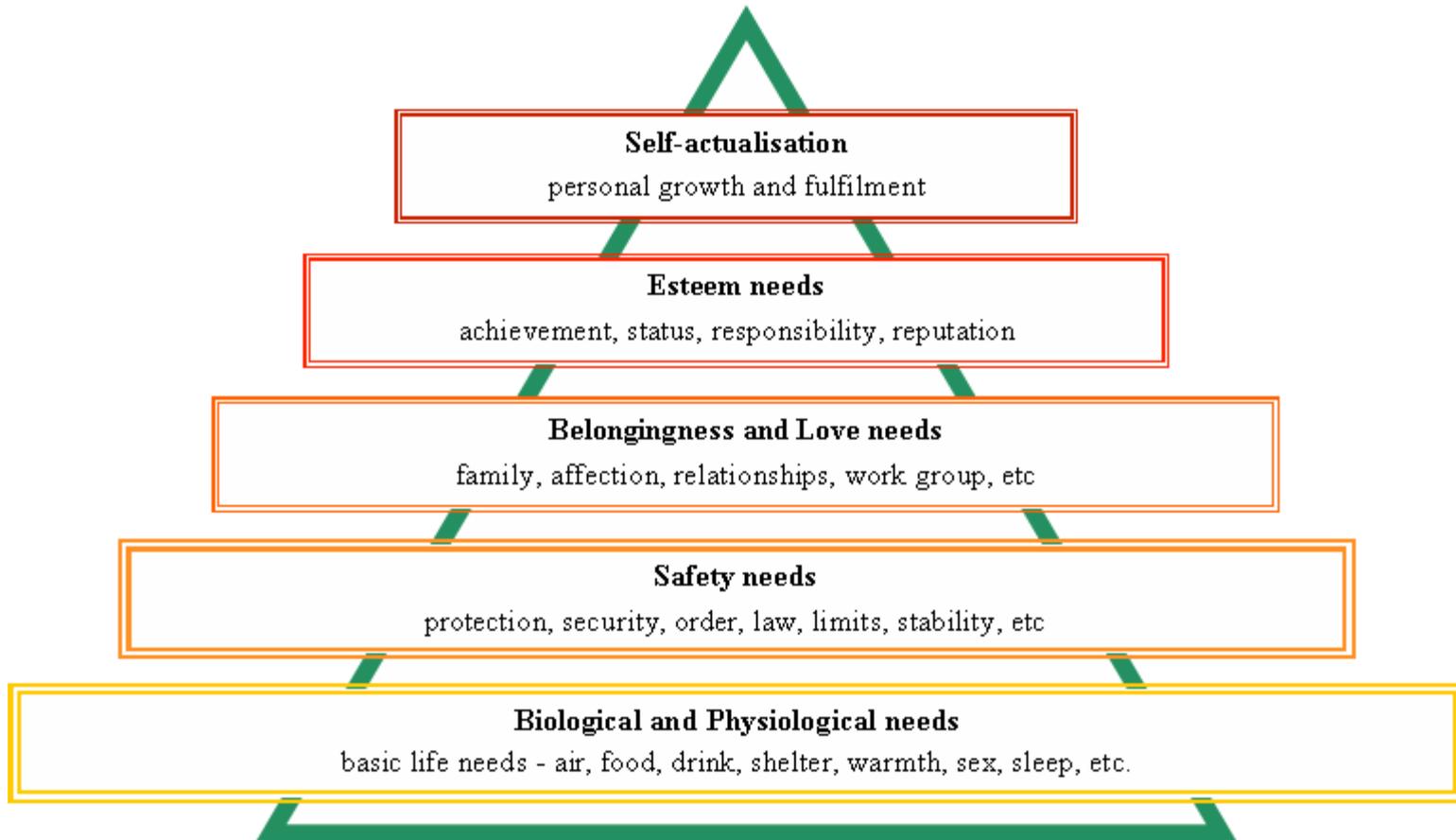
Self-actualisation

personal growth and fulfilment

Belongingness and Love needs

family, affection, relationships, work group, etc

Maslow's Hierarchy of Needs



Abraham Maslow's hierarchy of human needs theory is the most widely discussed theory of motivation.

The theory can be summarized as thus:

- Human beings have wants and desires which influence their behaviour; only unsatisfied needs can influence behaviour, satisfied needs cannot.
- Since needs are many, they are arranged in order of importance, from the basic to the complex.
- The person advances to the next level of needs only after the lower level need is at least minimally satisfied.
- The further the progress up the hierarchy, the more individuality, humanness and psychological health a person will show.

The needs, listed from basic (lowest, earliest) to most complex (highest, latest) are as follows:

- Physiological
- Safety and security
- Social
- Self esteem
- Self actualization

Self-actualization in Goldstein's Theory

According to Kurt Goldstein's book *The Organism: A Holistic Approach to Biology Derived from Pathological Data in Man*, self-actualization is "the tendency to actualize, as much as possible, [the organism's] individual capacities" in the world. The tendency to self-actualization is "the only drive by which the life of an organism is determined." Goldstein defined self-actualization as a driving life force that will ultimately lead to maximizing one's abilities and determine the path of one's life.

Self-actualization and Maslow's Hierarchy

The term was later used by Abraham Maslow in his article, *A Theory of Human Motivation*. Maslow explicitly defines self-actualization to be "the desire for self-fulfillment, namely the tendency for him [the individual] to become actualized in what he is potentially. This tendency might be phrased as the desire to become more and more what one is, to become everything that one is capable of becoming."

Maslow used the term self-actualization to describe a desire, not a driving force, that could lead to realizing one's capabilities. Maslow did not feel that self-actualization determined one's life; rather, he felt that it gave the individual a desire, or motivation to achieve budding ambitions.

Maslow's usage of the term is now popular in modern psychology when discussing personality from the humanistic approach.

A basic definition from a typical college text book defines self-actualization according to Maslow simply as "the full realization of one's potential" without any mention of antiquated Goldstein. A more explicit definition of self-actualization according to Maslow is "intrinsic growth of what is already in the organism, or more accurately of what is the organism itself...self-actualization is growth-motivated rather than deficiency-motivated." This explanation emphasizes the fact that self-actualization can not normally be reached until other lower order necessities of Maslow's hierarchy of needs are satisfied. While Goldstein defined self-actualization as a driving force, Maslow uses the term to describe personal growth that takes place once lower order needs have been met.

People that have reached self-actualization are characterized by certain behaviors. Common traits amongst people that have reached self-actualization are as follows:

- They embrace reality and facts rather than denying truth.
- They are spontaneous.
- They are interested in solving problems.
- They are accepting of themselves and others and lack prejudice.

For Goldstein it was a motive and for Maslow it was a level of development; for both, however, roughly the same kinds of qualities were expressed: independence, autonomy, a tendency to form few but deep friendships, a "philosophical" sense of humor, a tendency to resist outside pressures and a general transcendence of the environment rather than a simple "coping" with it.

At lower levels of Maslow's hierarchy of needs, such as Physiological needs, money is a motivator, however it tends to have a motivating effect on staff that lasts only for a short period (in accordance with Herzberg's two-factor model of motivation). At higher levels of the hierarchy, praise, respect, recognition, empowerment and a sense of belonging are far more powerful motivators than money, as both Abraham Maslow and Douglas McGregor's Theory X and theory Y have demonstrated vividly.

Maslow has money at the lowest level of the hierarchy and shows other needs are better motivators to staff. McGregor places money in his Theory X category and feels it is a poor motivator. Praise and recognition are placed in the Theory Y category and are considered stronger motivators than money.

- Motivated employees always look for better ways to do a job.
- Motivated employees are more quality oriented.
- Motivated workers are more productive.

- ✓ Maslow's study has led us to understand that the most significant human need is the need for Self-actualisation hence leading us to believe that people desire for personal growth over all the other forms of basic motivational factors.
- ✓ This is true of life as it is true of workplaces.
- ✓ As leaders our role to facilitate this need within ourselves and our team is the single most important factor in determining our long-term success.

If I had 10 hours to chop down a tree, I would spend 8 hours sharpening my axe.

Confucius



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The logo features a blue semi-circular background with a white silhouette of a person in a dynamic pose, possibly a runner or a person in motion. The word "Eureka" is written in a stylized, blue, cursive font with a registered trademark symbol (®) to its upper right. Below the name, the text "Leadership-Management-Team Building-Well Being-Environment" is written in a smaller, blue, sans-serif font, underlined. At the bottom, the phrase "Making a Difference" is written in a blue, cursive font with a trademark symbol (™) to its upper right.

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Eureka®

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21st Century Leadership Paradigm Shift

Part 2: Operational Structure of Highly Effective Companies

Exercise:

- ✓ In your group select a leader
- ✓ In what order would you place the management aspects as listed below within the hierarchy of factors influencing success of a company as provided in the following worksheet.
- ✓ Present and explain your group findings to the other teams.

Activity Time:

- ✓ 10 min

Presentation Time:

- ✓ 10 min

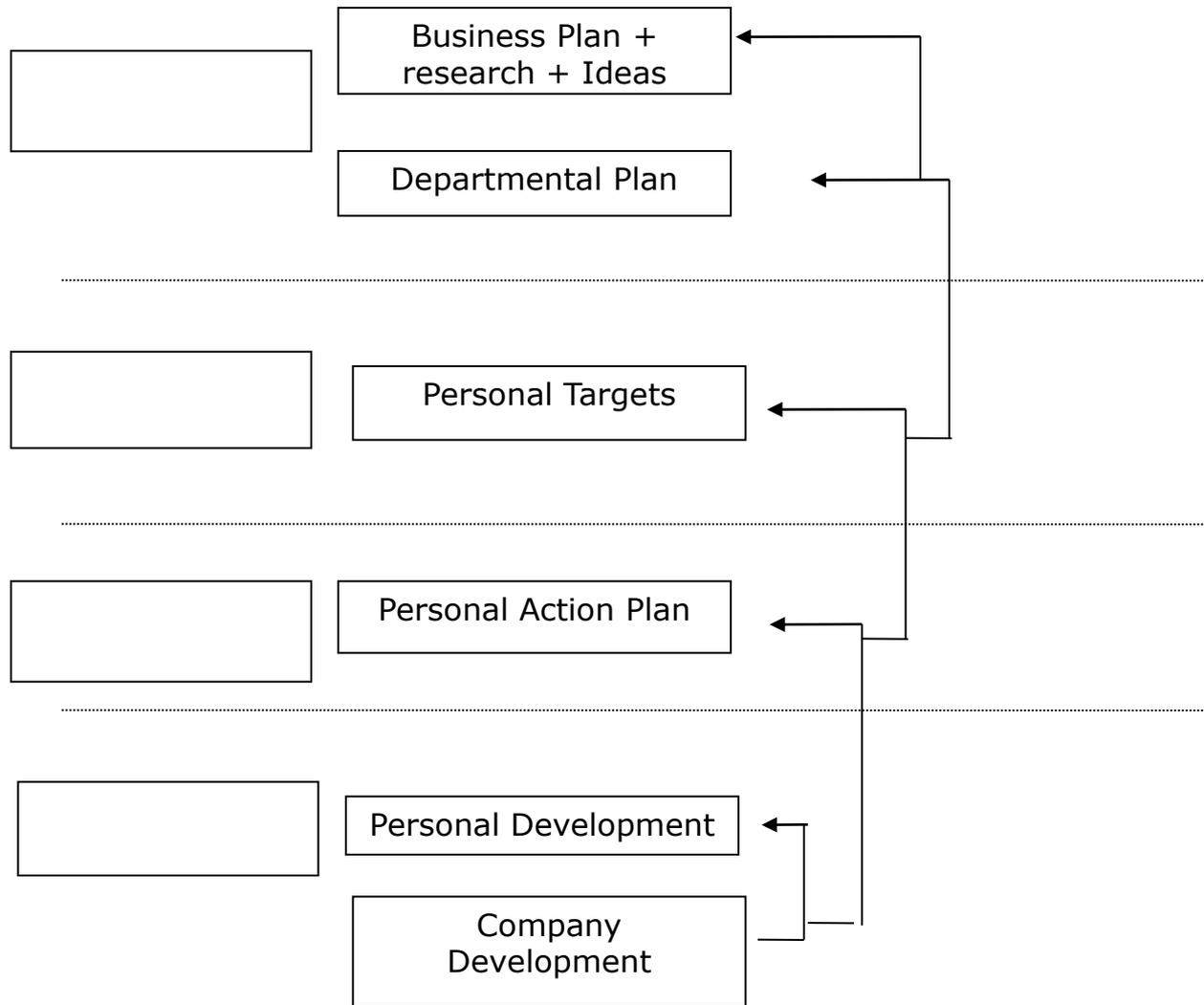
**Objective
Management**

**Management
by
Hope**

**Management
by
Fear**

**Management
by
Prayer**

Factors influencing success of a company:



Factors influencing success of a company:



Exercise:

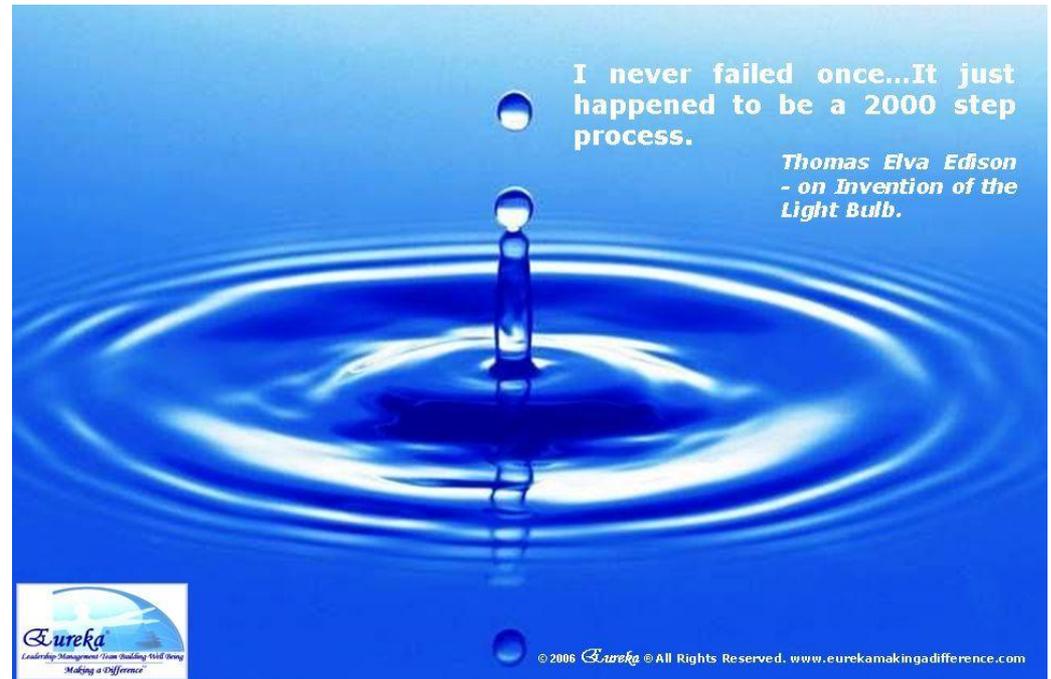
- ✓ In your group select a leader
- ✓ Explain what do you understand by SOP (Standard Operating Practices), Best Practices (Best Practices), Departmental Handbook and Job Description.
- ✓ Explain how have you initiated, directed, implicated, delegated the methodology of change, development and innovation with your infra-structure of SOP (Standard Operating Practices) and Best Practices (Best Practices)

Activity Time:

- ✓ 20 min

Presentation Time:

- ✓ 20 min



Operational Structure of Effective Companies



Standard Operating Procedure

A standard operating procedure is a set of general instructions having the force of a directive, covering those features of operations that lend themselves to a definite or standardized procedure without loss of effectiveness. Every good quality system is based on its standard operating procedures (SOPs).

General

Best Practice

Best Practice is a management idea which asserts that there is a technique, method, process, activity, incentive or reward that is more effective at delivering a particular outcome than any other technique, method, process, etc. The idea is that with proper processes, checks, and testing, a desired outcome can be delivered with fewer problems and unforeseen complications. Best practices can also be defined as the most efficient (least amount of effort) and effective (best results) way of accomplishing a task, based on repeatable procedures that have proven themselves over time for large numbers of people.

Specific

Departmental Handbook

Lays out instructions for employees to follow based on the needs of the department

General

Job Description

Lays out roles, duties and responsibilities for employees to follow.

Specific

Kaizen

The Japanese word kaizen has been imported into Western organizational language and stresses the importance of efforts to improve constantly. This ethos is antithetical to the commonly accepted notions of best practice. Some organizations consider their Best Practices to be a badge of honour, believing that having adopted this technique, method or process that further at the core of the concept, the defining of methods used to get things done. Benefits often include the assurance of quality results and consistency when the process is followed.

**Unique/
Thinking
Differently**

Best practices continually evolve

The notion of 'best practices' does not commit people or companies to one inflexible, unchanging practice. Instead, Best Practices is a philosophical approach based around continuous learning and continual improvement.

For example, the American Productivity and Quality Centre (APQC) suggests that:

"Three themes resonate through successful benchmarking and best-practice transfer efforts:

1. Transfer is a people-to-people process; meaningful relationships precede sharing and transfer.
2. Learning and transfer is an interactive, ongoing, and dynamic process that cannot rest on a static body of knowledge. Employees are inventing, improvising, and learning something new every day.
3. Benchmarking stems from a personal and organizational willingness to learn. A vibrant sense of curiosity and a deep respect and desire for learning are the keys to success."

Best practices do not have one template or form for everyone to follow. In the context of Business Management, Best Practice is the concept that a good process, and planning, is being followed in the Execution Management of a project plan, and that changes to the initial plan, dependencies, and goals are being tracked and documented.

Kaizen

Kaizen (改善, Japanese for "change for the better" or "improvement"; the English translation is "continuous improvement" or "continual improvement").

In the context of this article, Kaizen refers to a workplace 'quality' strategy and is often associated with the Toyota Production System and related to various quality-control systems, including methods of W. Edwards Deming.

Kaizen aims to eliminate waste (defined as "activities that add cost but do not add value"). It is often the case that this means "to take it apart and put back together in a better way." This is then followed by standardization of this 'better way' with others, through standardized work.

Introduction

Kaizen is a daily activity whose purpose goes beyond improvement. It is also a process that, when done correctly, humanizes the workplace, eliminates overly hard work (both mental and physical), and teaches people how to perform experiments using the scientific method and how to learn to spot and eliminate waste in business processes.

Kaizen must operate with three principles in place: process and results (not results-only); systemic thinking (i.e. big picture, not solely the narrow view); and non-judgmental, non-blaming (because blaming is wasteful).

People at all levels of an organization participate in kaizen, from the CEO down, as well as external stakeholders when applicable. The format for kaizen can be individual, suggestion system, small group, or large group. In Toyota it is usually a local improvement within a workstation or local area and involves a small group in improving their own work environment and productivity.

Whilst Kaizen (in Toyota) usually delivers small improvements the culture of continual small improvements and standardisation yields large results in a form of compound productivity improvement. Hence the English translation of Kaizen can be: "continuous improvement", or "continual improvement."

The "zen" in Kaizen emphasizes the learn-by-doing aspect of improving production. This philosophy differs from the "command-and-control" improvement programs of the mid-twentieth century. Kaizen methodology includes making changes and monitoring results, then adjusting. Large-scale pre-planning and extensive project scheduling are replaced by smaller experiments, which can be rapidly adapted as new improvements are suggested.

Translation

The original kanji characters for this word are:

In Japanese this is pronounced 'kaizen'.

改 ('kai') means 'change' or 'the action to correct' 善 ('zen') means 'good'.

In Chinese this is pronounced 'gai shan':

改善 ('gǎi shàn') means 'change for the better' or 'improve'.

改 ('gǎi') means 'change' or 'the action to correct'.

Philosophy

善 ('shàn') means 'good' or 'benefit'. 'Benefit' is more related to the Taoist or Buddhist philosophy, which gives the definition as the action that 'benefits' the society but not one particular individual (i.e. multilateral improvement). In other words, one cannot benefit at another's expense. The quality of benefit that is involved here should be sustained forever, in other words the 'shan' is an act that truly benefits others.

History

In Japan, after World War II, American occupation forces brought in American experts in statistical control methods and who were familiar with the War Department's Training Within Industry (TWI) training programs to restore a war-torn nation. TWI programs included Job Instruction (standard work) and Job Methods (process improvement). In conjunction with the Shewhart cycle taught by W. Edwards Deming, and other statistics-based methods taught by Joseph M. Juran, these became the basis of the kaizen revolution in Japan[1] that took place in the 1950s.

Implementation

The Toyota Production System is known for kaizen, where all line personnel are expected to stop their moving production line in case of any abnormality and, along with their supervisor, suggest an improvement to resolve the abnormality which may 'kick off' a kaizen.

The cycle of kaizen activity can be defined as: standardize an operation -> measure the standardized operation (find cycle time and amount of in-process inventory) -> gauge measurements against requirements -> innovate to meet requirements and increase productivity -> standardize the new, improved operations -> continue cycle ad infinitum. This is also known as the Shewhart cycle, Deming cycle, or PDCA.

Masaaki Imai made the term famous in his book, *Kaizen: The Key to Japan's Competitive Success*.

Exercise:

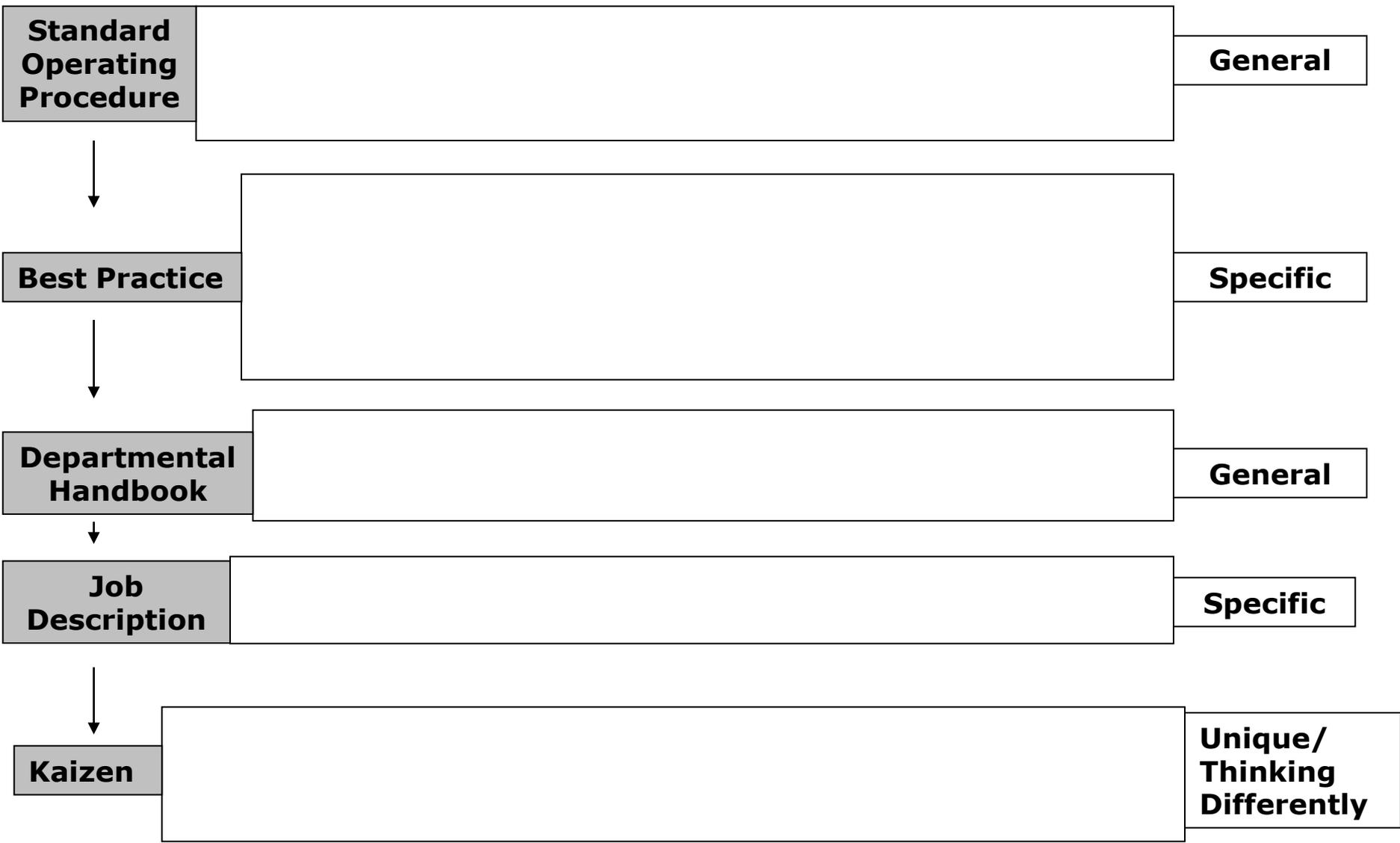
- ✓ In your group select a leader
- ✓ Based on the Information Provided, List an Example of Each of the Following within the Space in the centre

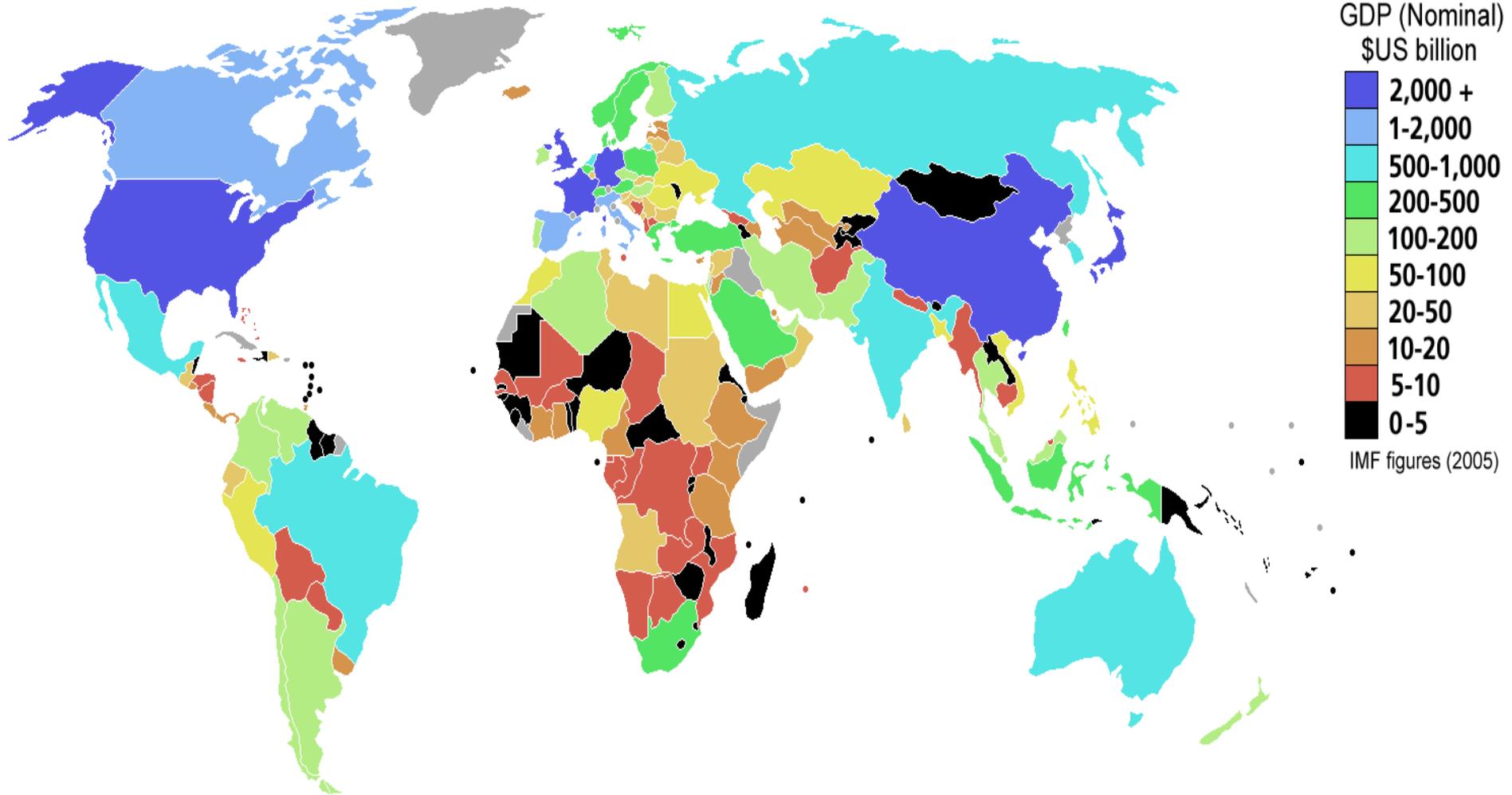
Activity Time:

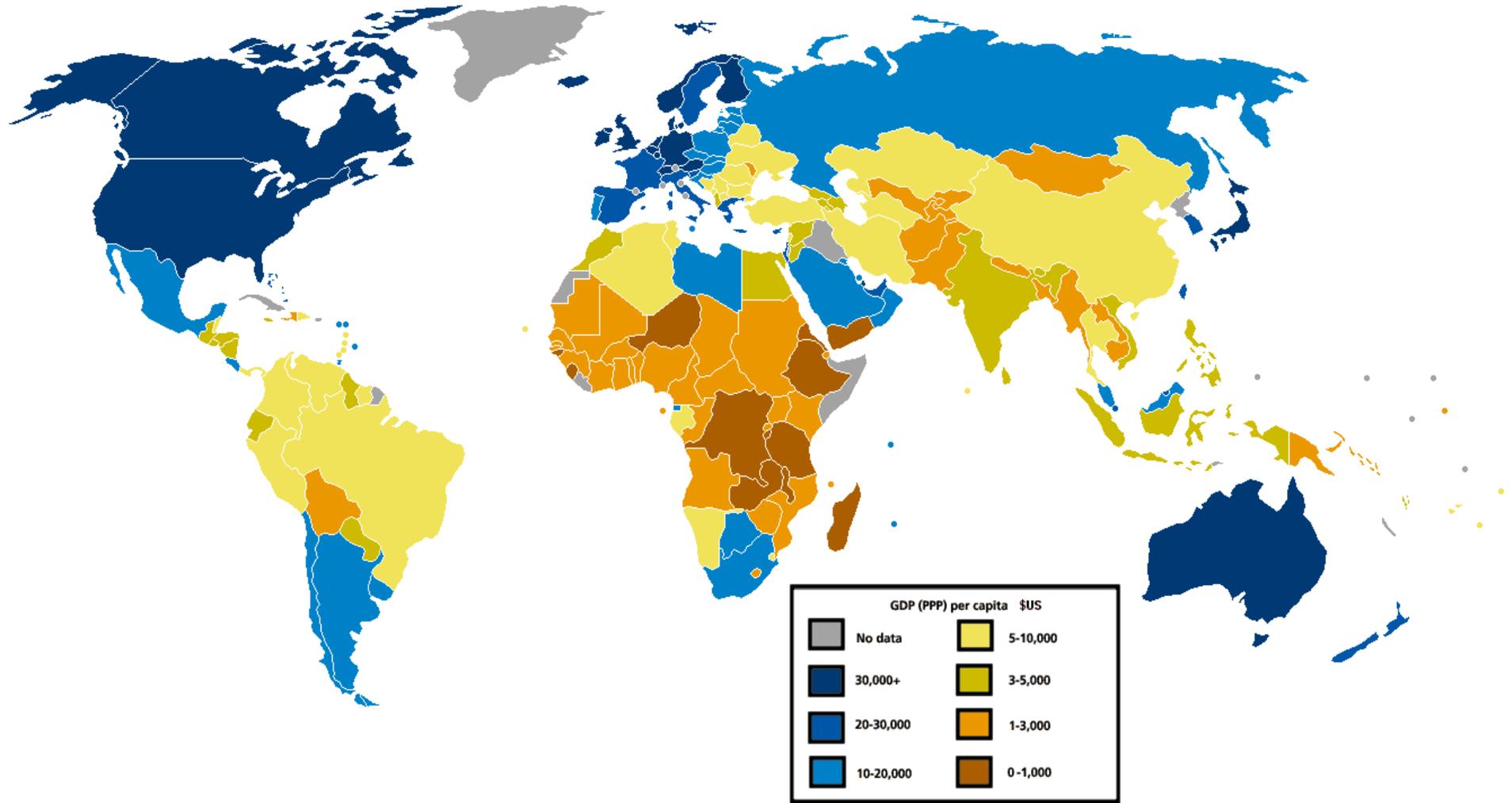
- ✓ 10 min

Presentation Time:

- ✓ 10 min







FORTUNE MAGAZINE Global Most Admired Companies 2006:



- 1 General Electric
- 2 Toyota Motor
- 3 Procter & Gamble
- 4 FedEx
- 5 Johnson & Johnson
- 6 Microsoft
- 7 Dell
- 8 Berkshire Hathaway
- 9 Apple Computer
- 10 Wal-Mart Stores
- 11 IBM
- 12 Target
- 13 BMW
- 14 United Parcel Service
- 15 Home Depot
- 16 PepsiCo
- 17 Costco Wholesale
- 18 Intel
- 19 Singapore Airlines
- 20 Nokia
- 21 Citigroup
- 22 Coca-Cola
- 23 BP
- 24 Bank of America
- 25 Exxon Mobil
- 26 Cisco Systems
- 27* Nestle
- 27* Samsung Electronics
- 29 Caterpillar
- 30 L'Oreal
- 31* DuPont
- 31* Honda Motor
- 33 Walt Disney
- 34* Pfizer
- 34* Sony
- 36* Lowe's
- 36* Toyota Industries
- 38* Anheuser-Busch
- 38* Canon
- 40 Siemens
- 41 Walgreen
- 42 HSBC Holdings
- 43 Tesco
- 44 Best Buy
- 45 Deere
- 46 Verizon Communications
- 47 Novartis
- 48 BASF
- 49 Royal Bank of Scotland
- 50 Dow Chemical

FORTUNE MAGAZINE Criteria For Ranking:

- ✓ Globalness
- ✓ Innovation
- ✓ Employee talent
- ✓ Use of corporate assets
- ✓ Social responsibility
- ✓ Quality of management
- ✓ Financial soundness
- ✓ Long-term investment
- ✓ Quality of products/services

Exercise:

- ✓ In your group select a leader
- ✓ There are two companies that are in the same location and provide the same service, products and standards. Both have very similar rates/prices, their margins are the same and so are the number of staff. One company has 25% more success than the other. What can make the difference?
- ✓ Use the worksheet titled "Factors influencing success of a company" to suggest your answers.

Activity Time:

- ✓ 20 min

Presentation Time:

- ✓ 20 min

Factors influencing success of a company:



Direction	Quality	Quantity	Support	External

There are 3 principles behind World Class Manufacturing.

- (1) Just in Time or Lean Manufacturing**
- (2) Total quality**
- (3) Total preventative maintenance**

- 1) The first is what is known as **Just in Time or Lean Manufacturing**, the step by step elimination of waste. Waste in this sense is defined as any activity that adds cost but not value to the end product such as excess production, stock, idle work in progress, unnecessary movement and scrap.
- 2) The second is **total quality**, a culture of intolerance to defects both in the processes and also information such as bills of material and stock records. Total quality is often these days called Six Sigma which uses total quality and lean manufacturing techniques to attempt to reduce rejects to 3.4 per million parts produced.
- 3) The final principle is the principle of **total preventative maintenance** where, whenever practical, a preventative maintenance programme means that unplanned stoppages due to equipment failure are minimised.

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Subject: Leadership

Part 5: Mission Statement

Mission Statement

Exercise

✓ **Personal Mission Statement:**

- ✓ Write Down as many Positive and Motivational words and/or Principles you know. Individually for 10 min.
- ✓ Chart out a personal mission statement using these words.
- ✓ Share your motivational words and mission statements with other members and come up with a mission statement for your company.

✓ **Activity Time:** 20 min

✓ **Presentation Time:** 20 min

✓ **Company Mission Statement:**

- ✓ Do the same exercise with all individual departments and all the members of staff and create an AGREED Mission Statement and Core Values.

- Human Heart
- Motivation
- Incentive
- Inspiration
- Drive
- Enthusiasm
- Impetus
- Stimulus
- Spur
- Impulse
- Driving force
- Desire
- Urge
- Wish
- Yearning
- Eagerness
- Interest
- Keeness
- Fervor
- Passion
- Zeal
- Gusto
- Zest
- Pursuit
- Warm
- Challenge
- Fun
- Will
- Knight
- Perseverance
- Adrenaline Rush
- Energy
- Capacity
- Instinct
- Faith
- Trust
- Fervor
- Encouragement
- Insight
- Exposure
- Eye-opener
- Positive
- Optimistic
- Constructive
- Helpful
- Encouraging
- Affirmative
- Activist
- Success
- Achievement
- Accomplishment
- Victory
- Triumph
- Respect
- Cosmopolitan
- Multi Cultural
- Healthy
- Spiritual
- Adore
- Just
- Dream
- Excellence
- Forgiveness
- Dedication
- Social
- Sagacity
- Adventurous
- Sharing
- Divine
- Humanity
- Skill
- Team Work
- Brave
- Forgiving
- Planning
- Enacting
- Exercise
- Valor
- Chivalrous
- Virtuous
- Sympathetic
- Delegate
- Valor
- Scientific
- Method
- Charm
- Enjoy
- Forgiving
- Open
- Devoted
- Loyal
- Friendly
- Gentle
- Humble
- Patience
- Freedom
- Movement
- Visualize
- Proactive
- Bright
- Strong
- Wisdom
- Knowledge
- Learning
- Moral
- Brilliant
- Hopeful
- Cheerful
- Sanguine
- Confident
- Buoyant
- Cheerful
- Lighthearted
- Jaunty
- Wonder
- In Awe
- Happy
- Truthful
- Imagination
- Love
- Kindness
- Compassion
- Merciful
- Humorous
- Unity
- Acceptance
- Tolerance
- Honor
- Tenacious

The frequency of occurrence of the key mission statement components in the study

Component	Frequency (per cent)
1. Customer focus	95
2. Communication	90
3. Survival	86
4. Values	86
5. Employee care	76
6. Quality/innovation	71
7. Public image	67
8. Business	62
9. Location	43
10. Self-concept	33

Components of mission statements

Abell (1980)	Satisfied customer group, satisfied needs, how the needs are satisfied
McGinnis (1981)	Define organization, organizational aims, flexible, should evaluate current and prospective activities, clearly interpreted
Pearce (1982)	Target customer, market, products and services, geographical domain, core technology, survival, growth, profitability, company philosophy, self-concept, public image
Ackoff (1986)	Goals, differentiation factors, organizational aspirations, role of all the stakeholder groups
Want (1986)	Purpose, business aims, corporate identity, company policies, and values
Campbell and Tawadey (1992)	Customers, products/service, location, technology, concern for survival, philosophy, self-concept, public image, employees
Fred (1996)	Customers, products, markets, technology, survival, growth, profitability, philosophy
Total Research, Strategic Marketing Services (1999)	Customer care/focus, products and service quality, leadership, competitiveness, innovation, staff focus, social responsibility and shareholder value
Lynch (2000)	Specific, distinctive, realistic/attainable, and flexible
Frequent attributes	Customers, product/service, technology, market, survival, growth, profitability, company philosophy, differentiation factors, image, values, leadership, stakeholders, clarity and social responsibility

Mission Statement

Cathay Pacific Vision

✓Mission Statement:

- ✓Our vision is to make Cathay Pacific the most admired airline in the world.
- ✓Ensuring safety comes first
- ✓Providing Service Straight From the Heart
- ✓Encouraging product leadership
- ✓Delivering superior financial returns
- ✓Providing rewarding career opportunities



Core Values:

- ✓Cathay Pacific Airways is an international airline registered and based in Hong Kong, offering scheduled cargo and passenger services to over 90 destinations around the world.
- ✓We are deeply committed to Hong Kong, where the Company was founded in 1946. We continue to make substantial investments to develop Hong Kong's aviation industry and enhance Hong Kong's position as a regional transportation hub.
- ✓In addition to our fleet of aircraft, these investments include catering, aircraft maintenance and ground handling companies, as well as our corporate headquarters at Hong Kong International Airport. Cathay Pacific and its subsidiaries and associates employ 21,000 staff in Hong Kong.
- ✓The airline's two major shareholders are both Hong Kong companies listed on the Hong Kong Stock Exchange, as is Cathay Pacific itself.
- ✓Cathay Pacific is the major shareholder in AHK Air Hong Kong Limited, an all cargo carrier that offers scheduled services in the Asia region, and is a shareholder in Hong Kong Dragon Airlines Limited.
- ✓We are also a founding member of the one world global alliance whose combined net world serves over 570 destinations worldwide.

Courtesy of cathaypacific.com



Putting People First

Our success has been through the efforts of our people. We recruit bright and dynamic individuals, and train them with a budget exceeding \$125 million in a year – to reach the highest standards of professional and personal competence.

Courtesy of www.singaporeair.com