



people. *change.* business.

Vitalwork®

# the potential of *people* to *change* the way you do *business* (*open it up*)

## *You recognize what's possible for people*

You see what's possible for your company, your division, your team—the strategy that will reinvigorate the power of your brand, the vast explosion of creative energy that will set your marketplace afire, the operational efficiencies that will amaze your customers—and you know it will depend on the people in your organization.

You know that because you've seen it in your own life—the effects of making commitments, of reaching goals, of seeking truth and impact rather than credit and comfort. You've seen it among the people on your team who live and work as you do—with passion, inventiveness, enthusiasm.

*"To be successful, have your heart in your business, and your business in your heart."*

– Thomas Watson

You see possibilities for people that they can't yet see for themselves—their ability to dig deeper, to personally invest themselves in the company's vision in ways that lead them to discover whole new aspects of themselves. You see their drive, their intelligence, their competency, their ability to forge true teamwork.

## *You know what business demands*

You've made all the hard business decisions you could make. Still, you know you need to be better positioned to meet the challenges of the new century. You know the future does not require leaders who tell people what to do, but leaders who create environments in which knowledge workers can leverage

their talents, skills and understanding. You need a *transformation*, an entirely new way for people to think, relate to, and *perform* in the business.

In the 21st century, the performance of people is the fulcrum upon which you lift your company to success—or not. You know some profound truths about your own personal performance. How do you take what you know and replicate it for exponential effect?

## *What will it take for your workforce to see what you see?*

The short answer is full engagement with their organization and its strategy, with their leadership, and with their work. The longer answer is your commitment to make your organization a place that fosters "engagement" as a top priority.

Fully engaged workers thrive on their work. In the face of a challenge, their response is "How can we make this work?" rather than "This won't work." They initiate difficult conversations when they're needed, rather than hoping the problems will magically go away. They actively seek mentoring and generously provide it to others. They view themselves and leadership as willing partners on the same team.

*"The essence of competitiveness is liberated when we make people believe that what they think and do is important—and then get out of their way while they do it."*

– Jack Welch





# ‘want to’ Engagement—the condition of having willfully chosen to involve oneself in or commit oneself to something, as opposed to remaining indifferent or merely compliant not ‘have to’

You know that if your employees were to have the same sense of autonomy, accountability, responsibility and reward that you do, they’d be excited enough to recognize and participate in the greater vision. The result is inevitable—ever-higher levels of innovation and productivity—what it means to be fully engaged.

## Is this what you see instead?

People don’t always take the initiative where they could. There is too much time spent explaining failures and not enough time spent learning from them. There is a lot of finger-pointing. Information does not flow as needed—there’s an unawareness of who needs to be informed, what they need to be informed about, and how operations and processes are interrelated. Creativity and innovation are “wished for” by managers but often suppressed when they show up. People generally wait for their bosses to explicitly tell them what to do, and avoid using their co-workers as resources for fear of exposing their own shortcomings.

If this is what you see, you’re not alone. A seminal 2001 Gallup Management Journal study found that an astonishing 19 percent

of U.S. workers 18 or older were actively disengaged. Another 55 percent were “not engaged,” or passive. Only 26 percent could be considered engaged.

The cost of disengagement—reflected in missed days alone—is astronomical. Gallup estimates that only a five percentage point decrease in the number of actively disengaged employees would increase U.S. productivity by \$79 billion a year. This does not even begin to take into account the costs of higher turnover, reduced safety, higher demand for health care, lagging productivity while on the job.

Let’s think that all of this focus on people is too soft, consider: How much does it cost to hire, train, lose and replace even one employee? How much does it cost when an employee mentally quits, but stays on the job? And can you afford it?

## Are you ready? Can you afford to not be ready?

We live in a knowledge-based economy. Are you ready to find and nurture the knowledge and talent that can make your company rise above the competition?

*“In order to be productive, knowledge workers must be considered capital assets. Costs need to be controlled and reduced. Assets need to be made to grow.”*

– Peter Drucker, *Management Challenges for the 21st Century*, 1999

You don’t need to be a CEO to benefit from our approach to employee engagement. We welcome the opportunity to work with anyone in a leadership position who shares our focus on people as the drivers of healthy corporate culture and economic growth.



# *Shift the way you think about your people.*

## **Myth: people don't change**

People change every minute. You're not the same person who answered the call of the alarm clock this morning—you've experienced observations and thoughts, interactions and realizations that have changed you since then. Human history is filled with stories of people who rose to the occasion, or descended into the depths only to rise again. The people who work for you are no exception.

## **Truth: your people will amaze you**

We have seen it happen over and over again. Give your people a reason to fully engage for the better, and they will. They'll meet the future head-on. They'll adapt. They'll innovate. They'll be ready for the next big business challenge—whatever it is.

## **It's about you, it's about them, it's about the company**

Our consulting and coaching efforts are aimed at the entire spectrum of people's relationships with and within the company. Engagement, after all, is at its core a *relationship*.

First, their relationship with themselves—getting clear about who they are and how they want to contribute, becoming aware of their strengths and limitations, leveraging the first and taking responsibility for the second. Next, their relationship with the job—being clear about expectations, taking responsibility for the learning that's required to keep up.

Then, their relationships with the people they work with—recognizing their performance style, understanding how they make it easier or more difficult for other people to do their jobs, acting in a way that embraces what's good about others and encourages honesty and integrity.

The ways managers relate to the people they support. The ways the company supports its managers. The way people relate to customers. All are interconnected, all matter.

*"We talk about the quality of product and service. What about the quality of our relationships and the quality of our communications and the quality of our promises to each other?"*

– Max De Pree

## **Selection: choose wisely**

Selecting the right people is a scientific as well as artistic endeavor. We've developed instruments that help you predict the success of an applicant based on the skills, attitudes, behaviors and values of those who are already succeeding in the job. Everyone benefits when you choose your associations wisely.

*"Everyone has been made for some particular work, and the desire for that work has been put in every heart."*

– Jalaluddin Rumi

Morale and production were low and turnover high when we called Vitalwork. The transformation for our company has been very satisfying. By learning to trust, to mentor, to be receptive to new ideas and so forth, we were able to establish open lines of communication. Now, we are a **more productive and efficient team**. We regularly benefit from the ideas of people throughout the ranks, as everyone feels empowered to **speak their minds without fear of reprisal**.

– Jim Delamater, CEO, Northeast Bank

# commitment

## Shift the way your *people think* about work.

### Development: support people's personal growth

We believe the process of transforming your organization into a more vital and engaging enterprise begins with transforming your people in profound ways. We help them to see what they aspire to and what they're capable of, where they have abandoned their power and how it can be reclaimed. We show them specific ways in which they have taken themselves out of the game—and the ways to get back in. We focus on integrity, accountability, and participation. We show them pathways to manage themselves, and their careers.

We look at how managers are made managers. We dare suggest that they be chosen not for their technical proficiency or their years of service, but for their desire and talent to help people succeed, and their ability to attract workers who would follow them anywhere. We help them develop exactly those skills—mentoring, motivating, encouraging, coaching people to achieve something closer to their fullest potential.

*"I am now and forever solely responsible for my own economic welfare. I shall expect no reward in life until I have first demonstrated value to another."*

– Dan Sullivan, president and founder of The Strategic Coach, Inc.



Picture **your organization transformed** to a group of people focused on getting results and accomplishing those results without fear, innuendo, or high cost. Instead, you accomplish results with **an organization that plays big and pays fair**. Problems that are part of everyday life get handled in straightforward, honest discussions among the **people who can take action** to solve them. There is a noticeable absence of exaggerating problems and achievements. The truth becomes normal and expected. This is what it means to work with Vitalwork.

– Rick Anstey, President and CEO, Oxford Networks

### Culture: hold nothing sacred

Our vision of a truly collaborative work environment is one in which employees are both fully productive and totally satisfied. We help you identify your core "people values," your core "business values" and most importantly, the alignment and balance between them. The emotional connection and commitment that people feel to an organization that values them as highly as it values the bottom line is a powerful driver of success.

*"Take care of those who work for you, and you'll float to greatness on their achievements."*

– H.S.M. Burns, former president, Shell Oil

# Vitalwork: catalysts for people. *change.* business.

"It's clear that 'traditional organizational life' often makes it difficult for people to achieve what they're capable of," says founder and partner Mike Cook. "But we believe it can be different—and that's why we started Vitalwork."

Vitalwork was founded in 1989. Today, the company is comprised of an experienced team of consultants who have completed hundreds of client engagements with dozens of companies. Our clients are national in scope. We specialize in industries such as technology, healthcare, telecommunications, financial services, and pharmaceuticals.

Are we a good fit? Take a look at the people values and business values we've adopted to help you decide.

We work with business leaders to help them realize the level of engagement needed within their workforce to attain and sustain their business goals. We believe that the key to a competitive company lies in hiring the right people, developing them to be great, and creating a culture in which they will want to stay.

## Our people values

- Treat others with uncompromising truth
- Lavish trust on your associates
- Mentor unselfishly
- Be receptive to new ideas, regardless of their origin
- Take personal risks for the organization's sake
- Give credit where it's due
- Do not touch dishonest dollars
- Put the interests of others before your own

## Our business values

- Place in the World – We participate in and create growing markets where we are distinct, unique and daring.
- Client Partnership/Excellence – Our clients recognize us as full partners, essential to the health, wealth and wisdom of their enterprise.
- Employee Partnership/Excellence – We are committed to members who are accountable for their excellence through responsibility and passion for our shared values.
- Business Practices – We employ methods that provide extraordinary predictability in service of our clients, members, and the enterprise.
- Innovation – We generate new value by innovating knowledge that transforms the human experience of work.
- Wealth – Our enterprise serves to accomplish the members' goal of lifelong freedom.



## What's on our bookshelf

When we visit a client's office, we like to peek at the bookshelf for titles we love—and titles we might come to love. Here is a look at what's on our most-valued list of resources:

**Built to Last: Successful Habits of Visionary Companies**, Jim Collins, Jerry I. Porras, HarperBusiness, 2002.

**Crucial Conversations: Tools for Talking When Stakes are High**, Kerry Patterson et al, McGraw-Hill/Contemporary Books, 2002.

**First, Break All the Rules: What the World's Greatest Managers Do Differently**, Marcus Buckingham, Curt Coffman, Simon & Schuster, 1999.

**Freedom and Accountability at Work: Applying Philosophic Insight to the Real World**, Peter Kostenbaum, Peter Block, Jossey-Bass/Pfeiffer, 2001.

**Good to Great: Why Some Companies Make the Leap... and Others Don't**, Jim Collins, Harper Collins, 2001.

**Making a Life, Making a Living**, Mark Albion, Warner Books, 2000.

**Management Challenges for the 21st Century**, Peter F. Drucker, HarperBusiness, 2001.

**Maslow on Management**, Abraham H. Maslow, John Wiley & Sons, 1998.

**Now, Discover Your Strengths**, Marcus Buckingham, Donald O. Clifton, Free Press, 2001.

**Post-Capitalist Society**, Peter F. Drucker, HarperBusiness, 1994.

**The Answer to How is Yes: Acting on What Matters**, Peter Block, Berrett-Koehler Pub, 2001.

**The Corporate Mystic: A Guidebook for Visionaries with Their Feet on the Ground**, Gay Hendricks and Kate Ludeman, Bantam, 1997.

**The Empowered Manager: Positive Political Skills at Work**, Peter Block, Jossey-Bass, 1991.

**The Experience Economy**, B. Joseph Pine II and James H. Gilmore, Harvard Business School Press, 1999.

**The Last Word on Power**, Tracy Goss, Currency, 1995.

## Prepare to succeed.

All that stands between this moment and your organization's leap to the next level is courage.

*"Courage is rightly esteemed the first of human qualities because it is the quality which guarantees all others."*

– Winston Churchill

If you would rather advance than be congratulated for what you have achieved thus far, if you want more value for the money you're paying your people, if you're not afraid of change, if you're willing to let go of control, if you have a vision that cannot be dimmed, then we would be honored to partner with you.

Call us. We'll move forward together.

585-387-9222 | [info@vitalwork.com](mailto:info@vitalwork.com)

Vitalwork team members are **savvy** on organizational matters, **sensitive** to the information we shared with them, and **able to stimulate challenging and critical conversations** without anyone feeling victimized. These are **rare qualities** that made it possible for me to engage them in an important part of our overall operating plan.

– Steve Gary, Director of Finance and Operations,  
Strong Health, Primary Care Network

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"I would like to see a building—say, the Empire State—I would like to see on one side of it a foot-long strip from top to bottom, with the name of every bricklayer, the name of every electrician, with all the names. So when the guy walked by, he could take his son and say, 'See, that's me over there on the forty-fifth floor.' Or, 'I put the steel beam in.' Picasso can point to a painting. I think I've worked harder than Picasso, and what can I point to? ... Everybody should have something to point to."

– *Mike Fitzgerald, interviewed by Studs Terkel*

"This is the true joy of life, the being used up for a purpose recognized by yourself as a mighty one; being a force of nature instead of a feverish, selfish little clod of ailments and grievances, complaining that the world will not devote itself to making you happy... I want to be thoroughly used up when I die, for the harder I work, the more I live. Life is no 'brief candle' to me. It is a sort of splendid torch which I have got hold of for a moment, and I want to make it burn as brightly as possible before handing it on to future generations."

– *George Bernard Shaw*

"Nothing worth doing is completed in this lifetime; therefore we must be saved by hope. Nothing true or beautiful or good makes complete sense in any immediate context of history; therefore we must be saved by faith. Nothing we do, however virtuous, can be accomplished alone; therefore we are saved by love."

– *Reinhold Niebuhr*

## meetings. excitement. Vitalwork.

Start your commitment to an engaged workforce by inviting us to speak at your next meeting or seminar. We've made hundreds of presentations at company meetings, association conventions, industry gatherings. All of our presentations are interactive, engaging and illuminating. **Some of our most frequently requested topics:**

Leadership Is All Around You

Building the Working Relationships You Really Need

The Art and Science of Selecting the Right People

Communication, Complacency & Context—  
Three Challenges to Change

Competitive Readiness: Are Your People Primed?

Beyond Trends: Transforming Organizational Performance

How Resistance to Change Can Be the Key to Change

Talk is Cheap...and Some Is Not

You've Got Style, Your Customer's Got Style:  
How to Find the Fit

Managers in the Middle: How to Love,  
Not Loathe, Your Empowered Workforce

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