

NOBLE ENTERPRISE

The Commonsense Guide to Uplifting People *and* Profits

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Part I. Energizing a Company

Looking to the *inner* energies of a company, not merely to its *outer* forms and actions – as the source of superior performance. Seeing and managing the company as a flow of energies through its human relationships.

Chapter 1. An Uncommon Turnaround

Meeting the CEO of a remarkable corporate turnaround on the day of his retirement. Hearing how this first-time CEO and his team transformed a dying Canadian telecommunications company (Unitel) - losing \$1 MM a day; with the press, competition and customers predicting imminent demise; with sales people, management and other staff leaving in droves; and with the morale of its 3000 employees near the bottom of 500 North American companies. How the company became an industry leader with morale in the top ranks of those 500 companies and shareholder value quintupled, all in just three years.

Chapter 2. Why Companies Struggle

An exploration of why this kind of turnaround - and resulting performance - is so rare. How do companies and their leaders try to get excellent performance? And what are they missing? As they focus primarily on the *outer* sources of performance (market strategies, best practices, programs, execution), they often ignore the equally important *inner* drivers of performance: the *inner* qualities of winners and winning organizations. The “Just DO it” mentality and “Best Practices” are not enough. They need the power of Inner Being qualities that were evidenced in the Unitel/AT&T Canada turnaround - inner qualities of both the CEO and the rest of the company. See Competitive Advantage chart at the end of this section under “Visuals”.

Chapter 3. Five Human Energies that Power Success

Companies have focused on - and become adept at - marshalling two forms of human energy - the Head and the Hands, or knowledge and physical energy. Recognition of the power and importance of the Mind for business success has spawned numerous related business concepts - the Knowledge Worker, the Learning Organization and Intellectual Capital. Human capital has historically been viewed as the mental capacity of people - knowledge and experience. Yet increasingly companies are finding that this leaves out other energies that affect performance. We explore three other energies that people bring to their work beside mental and physical, namely Emotional, Heart and Will energies, and how they manifest in highly successful Energized Enterprises. The Energy Field of the successful organization.

Part II. Creating an Uncommon Turnaround

The story of the Unitel/AT&T Canada turnaround, including what they did, but also a glimpse of the inner energies that enabled them to accomplish what they did as fast as they did. We do this through the eyes, feelings, decisions and experiences of the CEO and others on his corporate management team and out in the field and in the ranks.

Chapter 4. (How) Can this Company Be Saved? (Or: New Life for a Near-Death Company)

Unitel (the predecessor company to AT&T Canada Long Distance Services) was bleeding one million dollars a day, losing customers and credibility. The owning companies have basically walked from the company. The banks that held a substantial portion of debt in the company have put the company up for sale. AT&T, a minority shareholder decides to look into possibly bidding for the company. Against great odds, and to the surprise of nearly all, they and the banks come to an agreement that leads to an infusion of new financial capital into the company, and brings in AT&T as the new co-owner along with the banks. How the AT&T team that was charged with looking at Unitel and led by Bill Catucci, a long-time AT&T executive, figures out a plan for saving a company that all but they had given up for "toast". Why the banks then turn around and ask him to become the Company's new CEO, despite having just been in negotiations with him and his never having before been a CEO.

Chapter 5. Shared Vision & Values

Where does a new leader start in trying to turn around a company? Is there one strategy that will do it? Is it a process of finding all the problems and fixing them? The new CEO leads with a new vision for the company, one that he believes in passionately and that attracts and inspires his new top management team, and eventually those within the company - a vision of becoming the leading telecommunications company in the country. Next, people themselves determine the values they will live by and the company will be known for - and build them into the fabric of the company.

Chapter 6. Leadership Presence

The impact on the company, as seen through the eyes of several key employees, of the CEO's presence - with employees and *for* employees. The CEO as chief motivator and inspirer. The trickle down effect. Resurrecting wounded pride in the Company. "Being there" for people throughout the company. Inspiring a Sales Manager in Calgary. Turning away an abusive customer - and raising sales people's confidence and commitment.

Chapter 7. Supercharging the Management System

The new CEO, frustrated with conventional managing through "silos", builds a new management system that engenders collaborative strategy development, rapid decision making and coordinated execution. How this system gets leaders from all the business units and functions aware of - and operating from the whole picture rather than only their own area, and provides an overall framework within which people have the freedom to innovate and execute.

Chapter 8. Quality and a Culture of Continuous Improvement

In a company known for its poor quality, how management creates a culture of continuous improvement, in which people learn the skills of quality improvement, and where they have the desire to initiate and contribute to improvements that often require the collaboration of people in different departments. "A thousand flowers." Winning a quality award. A customer service team in New Brunswick celebrates.

Chapter 9. A Bond of Trust with Customers

How the company creates new relationships with customers even *before* they were able to deliver improved quality and new products. The CEO's role in helping the sales organization attract new customers, and the power of the inner dimension in winning back skeptical customers.

Chapter 10. Growing and Unleashing People (Or: It's *All* about People)

Building an energized company through conscious attention to what motivates people, what inspires people and what enables people to grow and realize their purpose and potential. The little things as well as the procedural and programmed things. A corporate university for life-long learning (even before the company is profitable).

Chapter 11. Legacy of the Turnaround

The company at the end of the three years of the CEO's leadership - in terms of product and service quality, market share, profitability - and shareholder value. The concomitant rise in employee morale. The lasting impact on the company and the people involved, and the lessons they take away from the experience.

Part III. Origins of a New Corporation (or Re-imagining the Corporation)

What does the AT&T Canada story suggest about the future business model for success? An underlying nobility that pervades purpose, values, people and leadership. Rethinking the corporate business model by putting purpose and people at the center, where human spirit has a place at the table - not *instead* of profit but as a source of higher purpose and focused energy that serves multiple stakeholders and their emerging spiritual needs and goals as well as their material ones.

Chapter 12: A Human Economics

Rethinking the underlying economics of the business firm. Moving from a mindset of Material Economics, which puts money and materials at the core of the business, to one of Human Economics, that puts people at the core. The rise of Human Capital as the driver of the wealth creation process. The evolution of business through three economic ages – the Industrial Age of the nineteenth and early 20th Century, the Information Age of the late 20th Century, and the emerging Relationships Age. The current business model that focuses primarily on Mind – and its agents, Knowledge Workers, the Learning Organization and Intellectual Capital as the source of competitive advantage. Shifting to a business model in which the Whole Human Being is engaged in work, using *all* of human energies (Body, Mind *and* Spirit). Spiritual Capital as the new source of competitive advantage, and the Light Workers who play an important role in building and strengthening the network of human relationships through which great human energy flows for the benefit of the company.

Chapter 13: The Noble Business Enterprise

The "Nobility Factor" behind the Unitel revitalization and its ability to attract/create the best employees, customers, decisions and action, and to empower leadership, thus creating superior business performance. The Five Pillars of the Noble Business: 1) Larger Purpose that is fostering a New Work Ethic; 2) Ethical Values and the decisions and actions that flow from them; 3) Human Growth – built into work – of not just mind but also human spirit; 4) Freedom and its impact on

Innovation; 5) Unity - Interconnection and Oneness as a perspective and its manifestation in collaboration.

Chapter 14: The Noble Leader

Who will lead Noble Enterprises? People of (only) knowledge and experience? Or people also of character? How Noble Leaders tap their spiritual as well as intellectual and physical energies to inspire people and to generate sustainable growth and prosperity. The Character of a Noble Leader and the energies they express. Seven Roles of a Noble Leader including Chief Reality Office and Chief Inspiring Officer.

Chapter 15. Ten Steps for Building a Noble Business

Ten Inner and Outer steps you can take to turn your organization into a Noble Enterprise, illustrated with examples of what other leading executives have done to take those steps.