From

Good to Great

Driving Leadership and Organizational Excellence

M. Ian Blanchard

GOOD MORNING

- *I am extremely pleased to be here today to have a conversation around moving from Good to Great and how do we drive Leadership & organizational Excellence*
- *The conference theme is making Excellence is habit: Service, Loyalty and profitability in Caribbean Tourism is extremely timely and of significance in light of the dependence of many of our economies on the might tourist dollar.*
- *Let look at some key words that's imbedded into both our discussion today*
- *First the conference Theme: Making Excellence a Habit: Loyalty and Profitability in Caribbean Tourism. Let's start at the end. Profitability is really the outflow or reward that businesses get for providing a service or solution that people need or want. It is the applause that the market gives when they are happy with, contented with, satisfied with or elated with the service you provide to them. So in essence; Profitability is the reward, it is that thing that we get as a result of. This suggest to me that if I want the result or the reward, I must provide and deliver well some service or solution to a group of people. Also, people are loyal when they feel appreciated. When they feel that the people who serve them and provide the service they need, make them feel special. So loyalty, again is a reward and will be given to those who again provide a need or solution in a manner in which the receive appreciated.*
- *Therefore if we are to achieve Loyalty and profitability in Caribbean Tourism, we must first provide a product or service that the people we serve it to; appreciate and if we really expect to profitable over a sustained period, we must develop loyalty, so they keep coming back. For in any business, sustained profitability is achieve when we make our customers, visitors, clients feel appreciated while providing that service or solution over a sustained period of time.*

Do you Therefore agree that understanding how this is done is essential is our ability to achieve the loyalty and profitability we seek?

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FROM GOOD TO GREAT

Foundation is essential to building, so I'm Just laying some ground work, as we build.

- Let's get to our topic to Today; From Good to Great – Driving leadership and Organizational Excellence. – We see that word again; Excellence.
- I believe the conference organizers were extremely perceptive and recognized that to ensure loyality and profitability, we must make excellence a habit. They went even further to suggest that we must move from not just being good, but we must be great. That we must ensure we not just make leadership and organizational excellence a priority, but we must DRIVE it.
- By extension therefore, what we're saying is that to ensure we are profitable as nation states as tourism is a key to our economic future, we must move from good to great, Make Excellence a Habit and Drive Leadership & Organizational excellence.
- Moving from good to great therefore is not just a nice to have, but a critical component in our journey from good to great; to our journey of creating loyalty and profitability in Caribbean Tourism.
- Great Ian, I hear you say, we all know that. How do we get there, what do we need to do?
- Before we get to this, let's first look at the concept of Evil Twins. The English Language and life in general fascinating me, because most things have their opposite, something that must die, for that things to exist. And for Excellence to exist; Mediocrity must die.

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MEDIOCRITY

- Mediocrity is a region bound on the
- ***North*** by **COMPROMISE**, on the
- ***South*** by **INDECISION**, on the
- ***East*** by **PAST THINKING** and the
- ***West*** by **LACK OF VISION**
  - *An Enemy called Average by John Mason*

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- *We will have a quick look here are we will explore this further as we look at what I believe is the part of the solution to getting us to the goals and desires we seek*
- *Story of our event in Grenada – Last week we have a leadership event in three markets in the region. Barbados, Belize and Grenada.*
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- *COMPROMISE – While I believe that some level of compromise is necessary for us to move forward. Compromise and acceptance of that which is clearly wrong and detrimental to our future and development cannot be compromised. We should say nothing and just find somewhere else. How can we improve is nothing is said and we walk away thinking that that's ok. That the service we provide is good enough.*
- *INDECISION – Talk is cheap unless it's backed up by decision and action.*
- *PAST THINKING – It's always been that way and people understand. People have always come, we have great beached and a great product (at least so we think), until someone else provides something better or more interesting; like CUBA.*
- *LACK OF VISION - I believe is the single challenge we face. Our inability to know what Good looks like and then create a path to get us there. Strong Visions are built on Clarity.*

HERE IS AN EXAMPLE OF THE CHALLENGE WE FACE

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- *There are many facets to this video and the discussions on it can be endless. I believe it will help bring our topic and current situation in focus.*

- *Explore what happened – She was checked in and then taken off the flight.*
- *Systems and Processes*
- *Behavior*

- *Story of Liat and my trip yesterday.*

- *COMPROMISE – While I believe that some level of compromise is necessary for us to move forward. Compromise and acceptance of that which is clearly wrong and detrimental to our future and development cannot be compromised.*
- *INDECISION – We all kept checking in one –by-one with nothing being said. I got to the airport at 7:45 for my 8:30 flight and there were already some people being told to wait.*
- *PAST THINKING – It's always been that way and people understand. It's liat. What can we do?*
- *LACK OF VISION - the aircraft broke down the night before, An email, a telephone call. A notice on their website etc. I*

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IT'S PERSONAL



- *It not just about the person next to you. It's about you, it's about me, it's about every single one of us, deciding that good is not good enough, that we want to be great. First as an individual, in homes, with our children, in our businesses and communities.*

- *We must take up the challenge.*

- *You see, we must think past ourselves. We must recognize that the value of our lives, will not be measured by what we acquire, but by what we give away.*
- *Think about what is celebrated at a funeral. It's not cars, houses and bank accounts, not that this is not important, because I too believe accumulating wealth, but the value of our lives will be measured, by how much of it is given away.*

- *You must decide to make a difference.*

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Realize. It starts with you.



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IT IS TIME TO MOVE!



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- *We are poised. The world is waiting for us to emerge. We have the vehicles, the physical attributes and it's time to add the drivers. Our people who are the key to deliver the services that ensure*

- *The key to the success of any entity lies in and with the people are required to hande the vehicles used to create the loyalty and profitable in Caribbean Tourism.*

- *Remember though, that unhappy people will find it difficult to make customer or visitors happy.*

- *We must therefore CARE for the people who serve as well as the people we serve.*

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Clarity Accountability Reflection Execution

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EVIL TWINS

- **CLARITY** → *Lack of Vision*
- **Accountability** → *Compromise*
- **Reflection** → *Past Thinking*
- **Execution** → *Indecision*

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CLARITY

- Absence of haze, measured as a function of light passing through it.





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- *Why is clarity so important. Why is being clear of where we're going so clear. Because without it, we cannot build properly.*

- *Example of building a house, without a clear picture of what we're building*
- *Leaving home without a clear destination*

Every survey on leadership I've seen tell us we want leaders who model integrity, honesty and those we can trust.
We value integrity, but follow clarity –

In my View LIAT Is not clear on what it is and why it exist. National/ regional services, vs a commercial entity.

We need visions that go beyond our 5 year election cycles. Visions that move past our own time to future generations.

Let's begin to define a vision for our selves an our organizations. –
3 Questions:

1. *Why do you or your organization exist?*
2. *What would happen if you or your organization would disappear tomorrow?*
3. *What are you passionate about, what issue challenges or angers you the most?*

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ACCOUNTABILITY

- The obligation of an individual or organization to account for its activities, accept responsibility for them and disclose the results in a transparent manner.



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- *We are the conductors first and foremost of our own lives and then to those we influence. When we fail to hold ourselves and those around us accountable, we are joining with them in destroying the future of our region.*

- *We need to hold ourselves and our leaders accountable. Not by simple pandering to what suits us, but what we know to be right and beneficial to the values we once hold dear.*

- *Party politics have rendered Educated men and women irrational.*

- *We are masters of self persuasion and our ability to persuade ourselves is amazing.*

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Above or Below the Line …

Ownership
Accountable
Responsible

Results

VICTOR



Blame
Forget
Denial

Reasons

VICTIM



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REFLECTION

- Careful thought, especially the process of reconsidering previous Actions, Events or Decisions.



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- *Reflection is key to growth and development, which in turn is essential to our ability to move from Good to Gread and making excellence a habit.*
- *Reflection Gives you:*
  - *A True perspective*
  - *Emotional integrity to your life*
  - *Increased confidence in decision making*
  - *Clarity on the big picture*

- *To embrace it we must;*
  - *Be deliberate and set time aside for reflection*
  - *Remove yourself from distraction*
  - *Regularly review your calendar and journal*
  - *Be honest and ask yourself the right questions*
- *Some Questions to consider as you reflect*
  - *Personal growth – What have I learnt today and how can I apply it?*
  - *Adding Value – To whom did I add value today? How do I know I added value to that person?*
  - *Leadership – Did I lead by example today?*
  - *Inner Circle – Have I spend enough time with key players? How can I help them to be more successful?*

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EXECUTION

- The Act of carrying something out.



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- *ACT*
  - **A**rticulate what needs to be done
  - **C**onsistently do what has to be done even when you don't feel like it
  - **T**esting & **Measuring** what is done and how well it's done

- *Questions you must answer are you look to execute effectively:*
  - *What has to be done*
  - *Why re we doing it*
  - *How should it be done*
  - *When should it be started and completed*
  - *Who is responsible for doing it*

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imagine

- *As we close, I want you to:*
- *Imagine what would happen if each of us here today, would decide to move from Good to Great.*
  Image if all of us here today would commit to Making Excellence a habit.
- *Imagine what would happen if we Refuse to accept Mediocrity and drive towards excellence.*
- *We need to move to:*
  - **CLARITY** → *Lack of Vision*
  - **Accountability** → *Compromise*
  - **Reflection** → *Past Thinking*
  - **Execution** → *Indecision*

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WHAT NOW?

There is something within each of us, crying out to be above average and extraordinary.

It is my hope that as you listen today, you will drive past every limiting area of mediocrity and find your true passion and move from Good to Great as you build your leadership capacity and deliver excellence in every endeavor of your life and business.

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