

Silicon Valley Alliances
ASVPM



***Exceptional Team
Effectiveness***

A Group is Not a Team

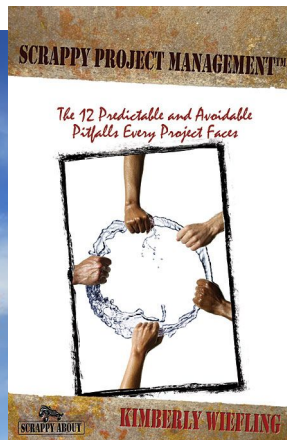
Kimberly Wiefeling

Silicon Valley Alliances

<http://www.SiliconValleyAlliances.com>

Silicon Valley, CA, USA

Kimberly Wiefling



Scrapp
土壇
成り
回避可
キンバリー
Kimberly W
田中健多 訳



10 years



(Hewlett Packard)

Silicon Valley Startups



cādence

vmware®



CISCO

Panasonic®

intuit.



YAMAHA

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SUNTORY



Scrappy Project Management

土壇場プロジェクト 成功の方程式

回避可能な12の落とし穴

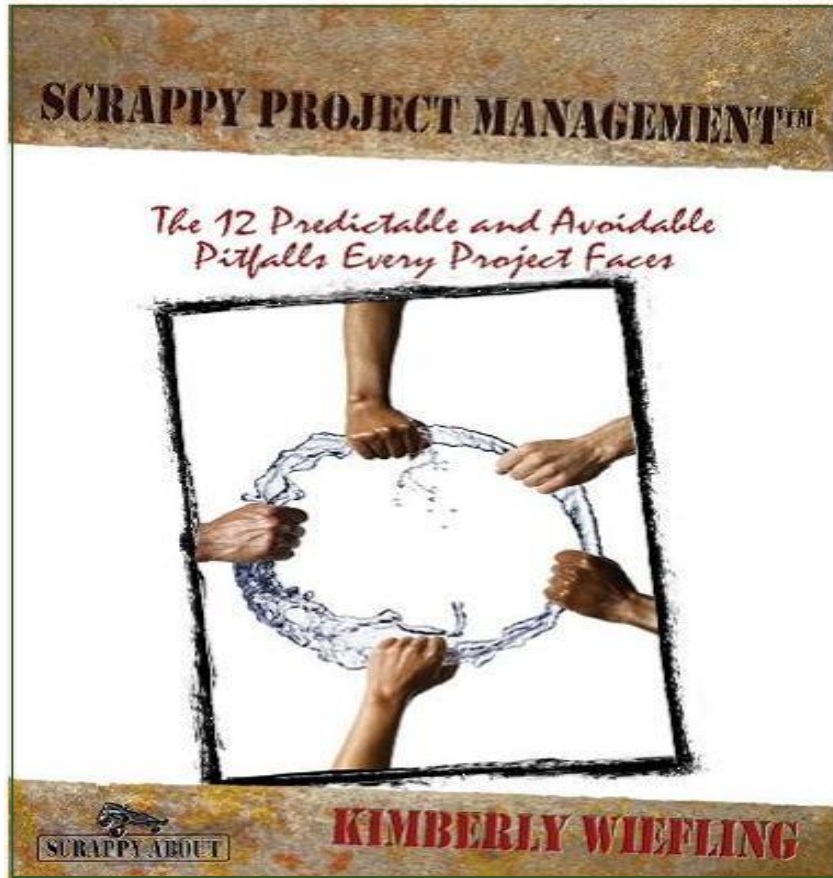


キンバリー・ウィーフリング
Kimberly Wiefling
田中健彦・訳

さあ進もう、
「ど根性」で行こう!

可能性が厳しく、どう見ても不可能に見えるときでも、
一筋の光明を見出して結果を出すための、知恵を凝縮

日経BP社 ● 定価(本体1600円+税)



Inspired Organizational Cultures

エンゲージメントを高める組織文化

Inspired Organizational Cultures shares how inspired, an inspiring, organizations flourish. Making the sometime invisible concept of culture tangible and visible, its 141 bite-sized quotes take you on a journey to the roots of your history, define behaviors and practices that will engage your people, and reveal how to design a future together that fulfills your highest purpose. Discover the treasures of your organization's DNA without being trapped by your past. Explore what matters most: that priceless yet intangible essence called "organizational culture," the invisible water in which you and your colleagues swim. You will emerge as a "DNA & Cultural Ambassador," with a deeper understanding of your culture, your people, and your distinct identity as an organization.



Kimberly Wiefling is the founder and president of MetLife Consulting, a member of Edison Valley Alliance, and author of the renowned book, *Slurpee Project Management*, which has been advanced into Japanese by *Global Business Press*. A scientist by profession, Kimberly helps individuals, teams, and organizations achieve remarkable goals through innovative organizational solutions. Her work is award-winning and has been featured in a variety of national and international media outlets. She is a frequent speaker at industry conferences and is a sought-after author of several books and articles on leadership, innovation, and organizational culture.

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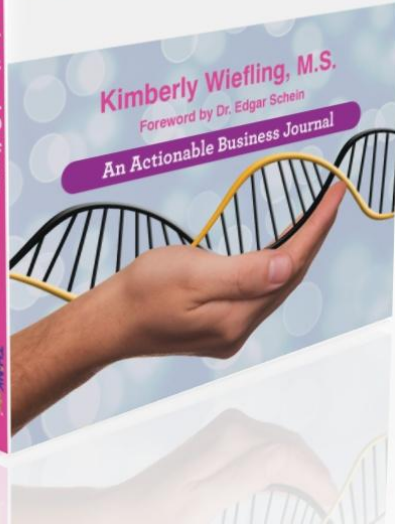
Inspired Organizational Cultures

Inspired Organizational Cultures

エンゲージメントを高める組織文化

Kimberly Wiefling, M.S.
Foreword by Dr. Edgar Schein

An Actionable Business Journal



Why Global Business Teams Fail

ゴール(目標)の達成を阻害する主な理由

#1-They fail to build trust.

信頼関係の欠如



#2-They cannot overcome communication barriers.



目指す目標がはっきりしていない

#4-The team goals are unclear

#3-Goals of individual team members are not aligned with the team



コミュニケーションがうまくとれていない

優先順位が曖昧



Top Reasons Teams Fail

チームがうまくいかない主な要因

1. Lack of Trust

信頼の欠如

1. Unclear Communication

コミュニケーションがうまくとれていない

1. Unclear Goals

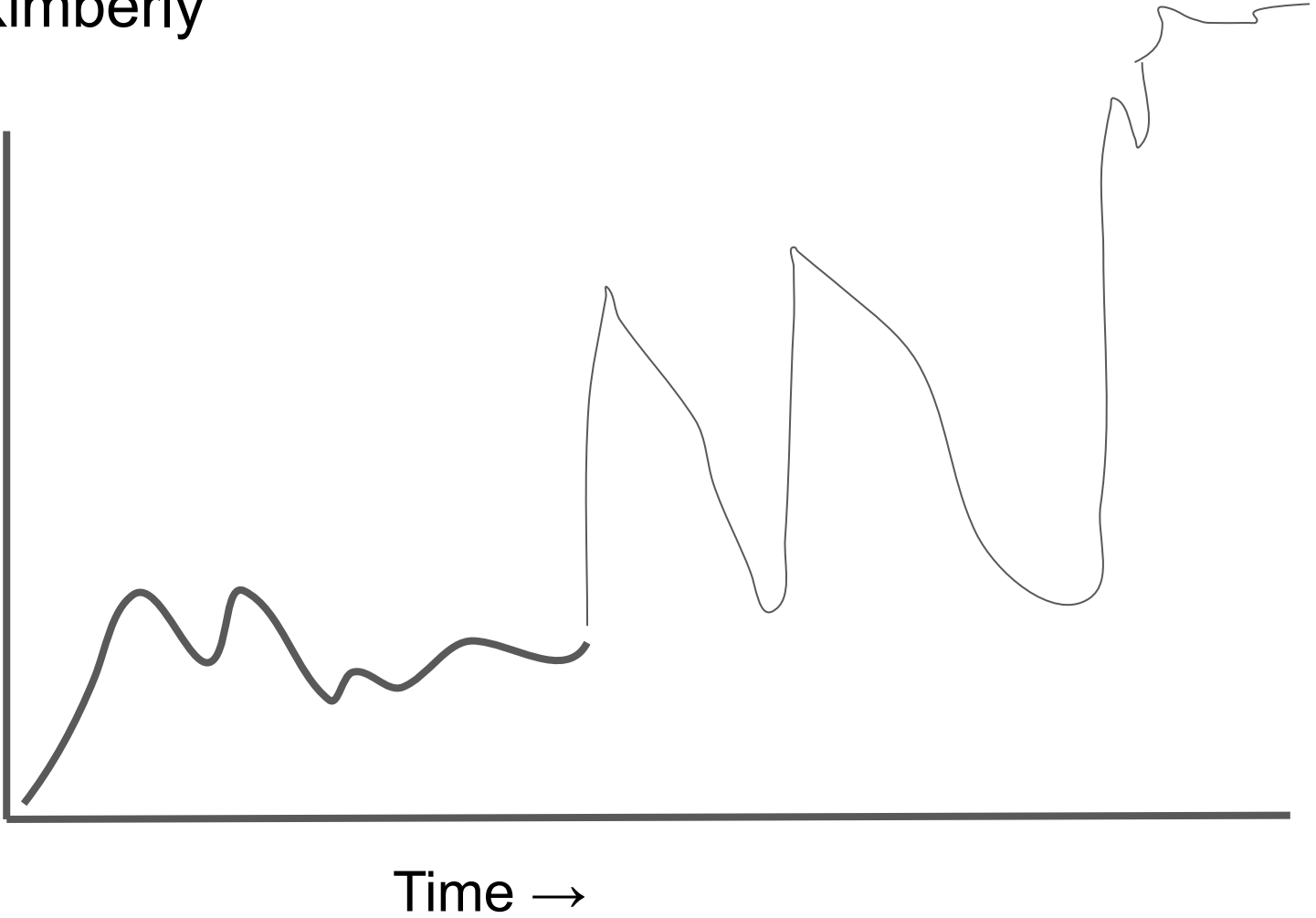
はっきりしない目標

1. Unclear Priorities

優先順位が曖昧

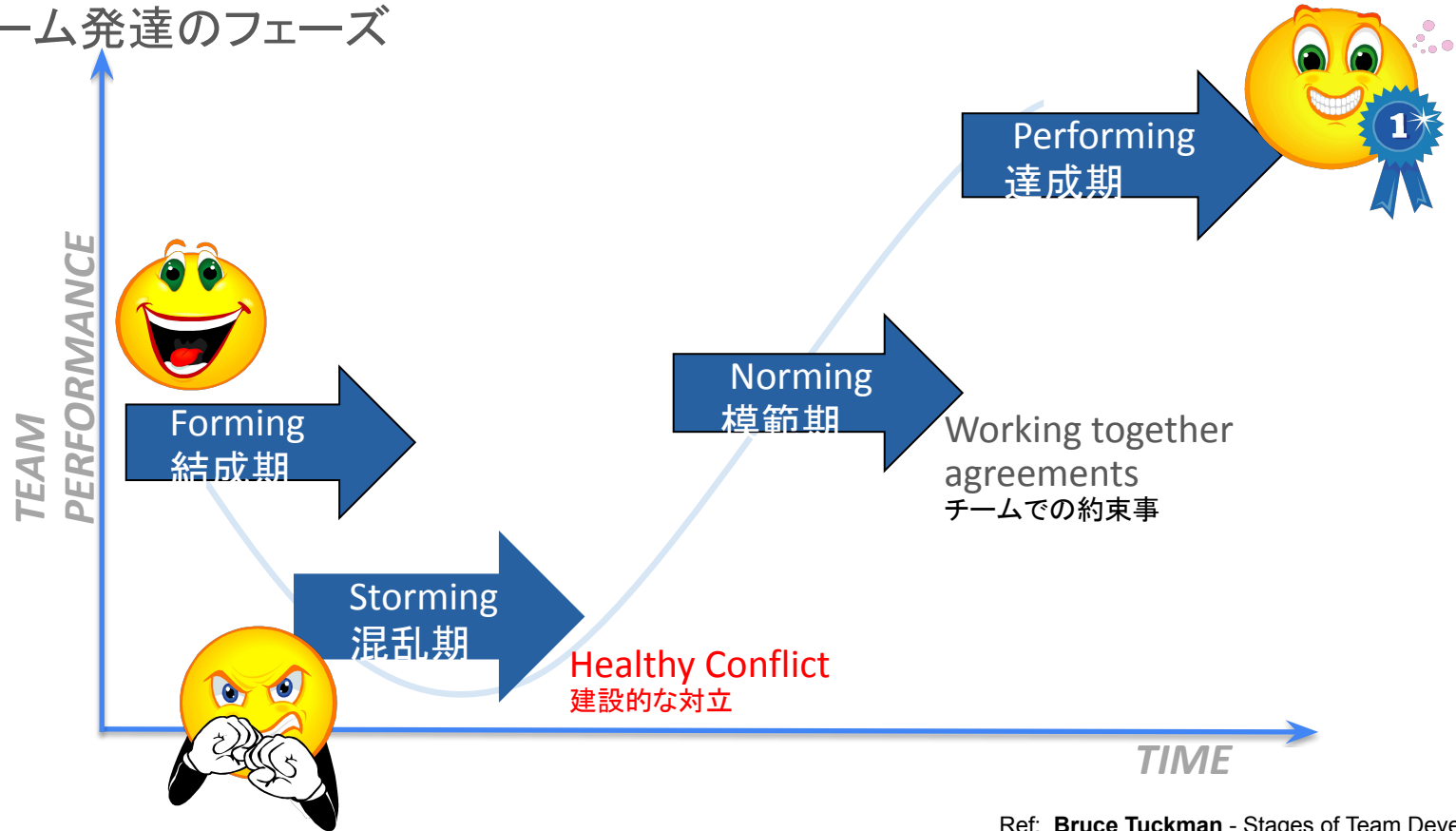


NAME = Kimberly



Team Development Phases

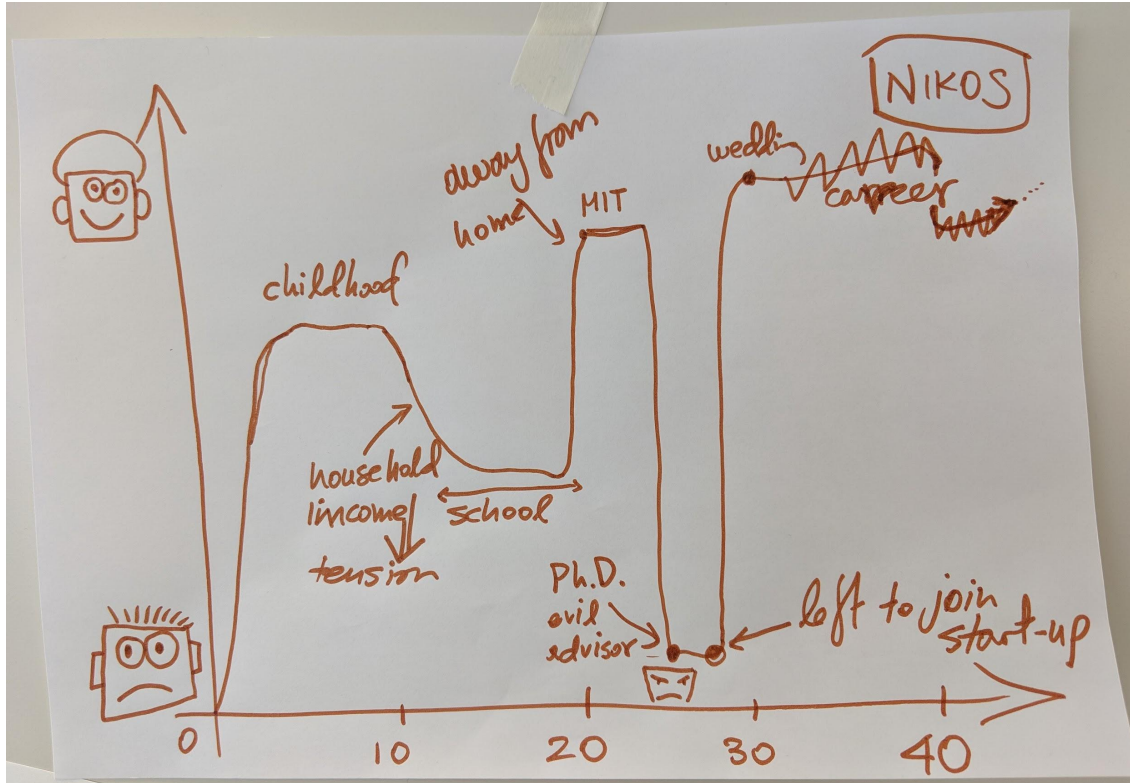
チーム発達のフェーズ



Ref: **Bruce Tuckman** - Stages of Team Development

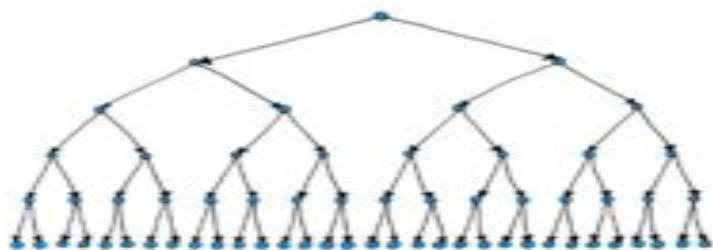
Life Journey Line

ライフジャーニーライン

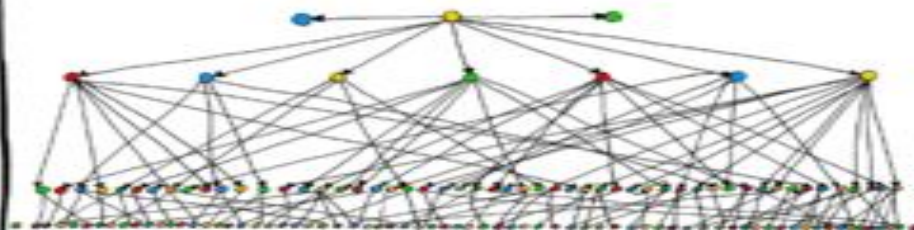




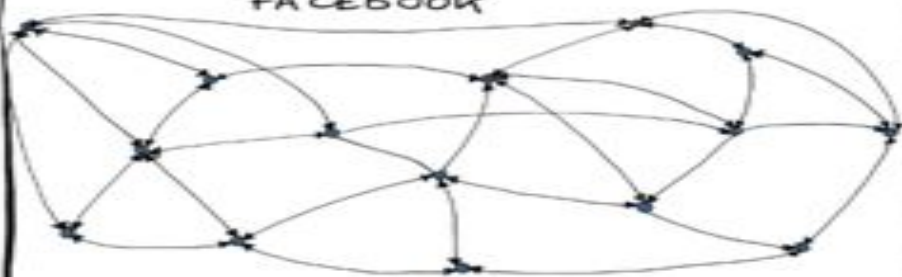
AMAZON



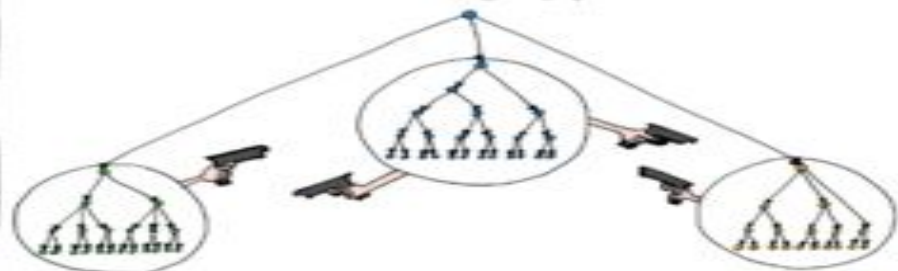
GOOGLE



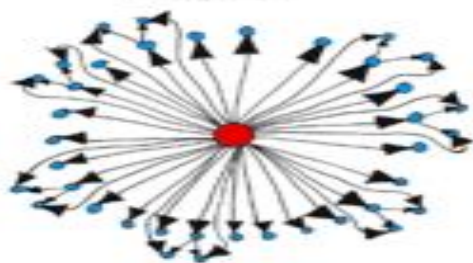
FACEBOOK



MICROSOFT



APPLE



ORACLE

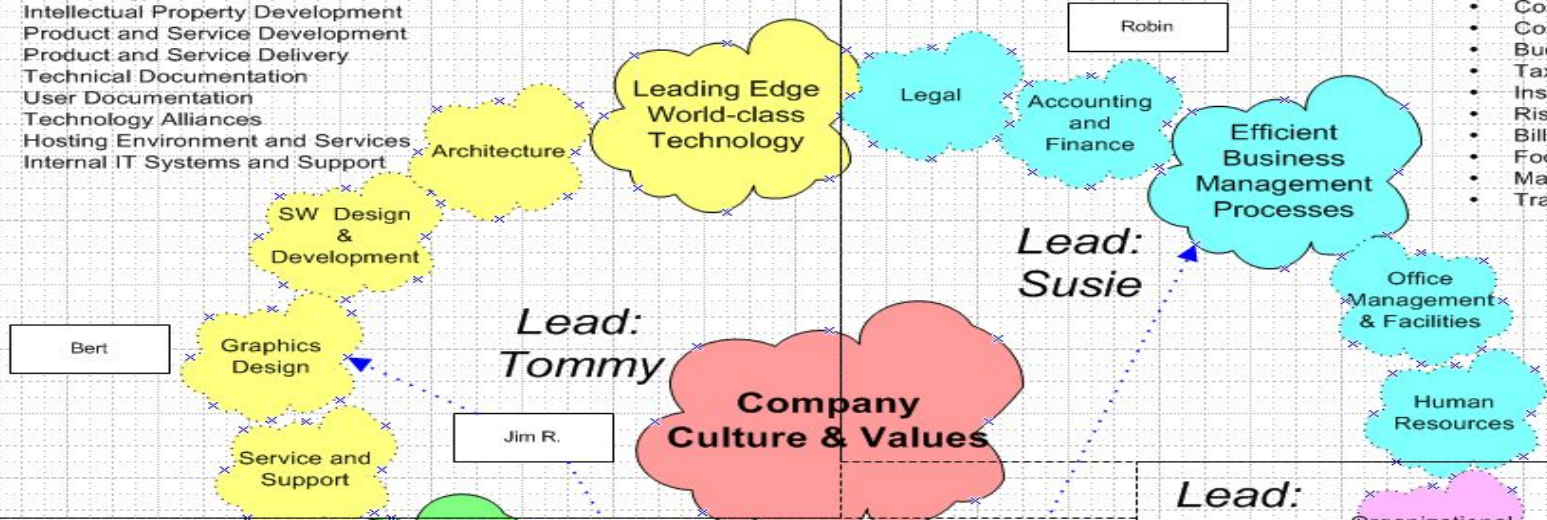


XXX Organizational Picture

Updated: 04/09/04

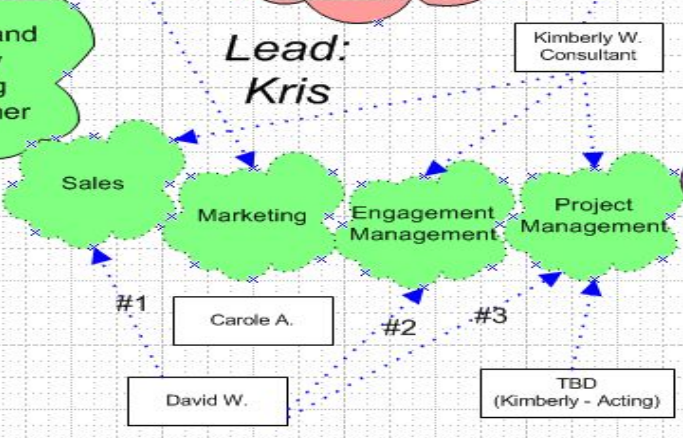
- Technology Roadmap
- Intellectual Property Development
- Product and Service Development
- Product and Service Delivery
- Technical Documentation
- User Documentation
- Technology Alliances
- Hosting Environment and Services
- Internal IT Systems and Support

- Compensation
- Benefits
- EEOC
- Corrective Performance Mgmt.
- Contract Administration
- Budgeting/Tracking Expenses
- Taxes
- Insurance
- Risk Mgmt.
- Billing, Credit and Collections
- Food and Drink
- Mail Services
- Travel



Effectively and Profitably Delighting the Customer

- Lead Generation
- Deal Funnel Mgmt
- Customer Relationship Mgmt
- Partner Relationship Mgmt
- Alliance Mgmt.
- Brand Mgmt.
- Public Relations
- Engagement Mgmt
 - Pre-sales
 - Needs Assessment
 - Requirements Gathering
 - Proposal preparation
 - Project Mgmt
 - Post-sales



Lead: Sam

Respectful and Visionary People & Leadership Practices

- Strategic Planning Process
- Goal Alignment Process
- Communication Strategy
- Team Development
- Events Sponsorship
- Leadership Development
- Professional Development
- Performance Mgmt. Systems
- Recognition and Appreciation
- Conflict Management
- Change Management
- Company Growth Management
- Recruiting and Staffing
- Contribution to Community

Encourage the Heart

- Recognize Contributions

- Celebrate Values and Victories

“As we express our gratitude, we must never forget that the highest appreciation is not to utter words, but to live by them.”



Ref: B. Posner & J. Kouzes, The Leadership Challenge

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Attitude of Gratitude

- Find Reasons to Recognize and Celebrate! Make it:
 - Sincere
 - Specific
 - Selective
 - Timely
- If you can't find something to be sincerely grateful for, look harder!



The information in this document is based on the book “Extraordinary Influence” by Tim Irwin.



Leadership

Extraordinary Influence

How Great Leaders Bring Out the Best in Others

THE SUMMARY IN BRIEF

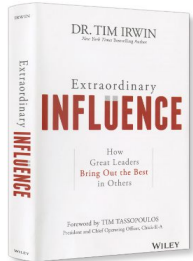
Leaders have long searched for the key to help others excel and realize their potential. What if we could transform those under our influence and light fires of motivation? What if those we lead found great purpose in what they do and worked at their jobs with all their heart? Ultimately, don't we hope to foster intrinsic motivation so that the individuals we lead become better employees?

Recent discoveries of brain science and the wisdom of top CEO's that Dr. Tim Irwin interviewed for *Extraordinary Influence* provide exciting new answers. Irwin reveals that in most organizations, the methods used to provide feedback to employees, such as performance appraisal or multi-rater feedback systems, are not up to the task. Top CEO's confirm that these methods tend to engage a natural "negativity bias" that is hardwired in us all.

Instead, science in recent years has discovered that affirmation sets in motion huge positive changes in the brain. It releases certain neurochemicals associated with well-being and higher performance. Mobilizing this discovery, *Extraordinary Influence* offers a compelling new approach to align workers with an organization's mission, strategy and goals.

IN THIS SUMMARY, YOU WILL LEARN:

- Research showing that affirmation works better than constructive criticism.
- How to use Words of Life to strengthen people's core.
- The meaning of Alliance Feedback and how to use it most effectively.
- To motivate high-potential people and reinvent performance feedback.



by Dr. Tim Irwin

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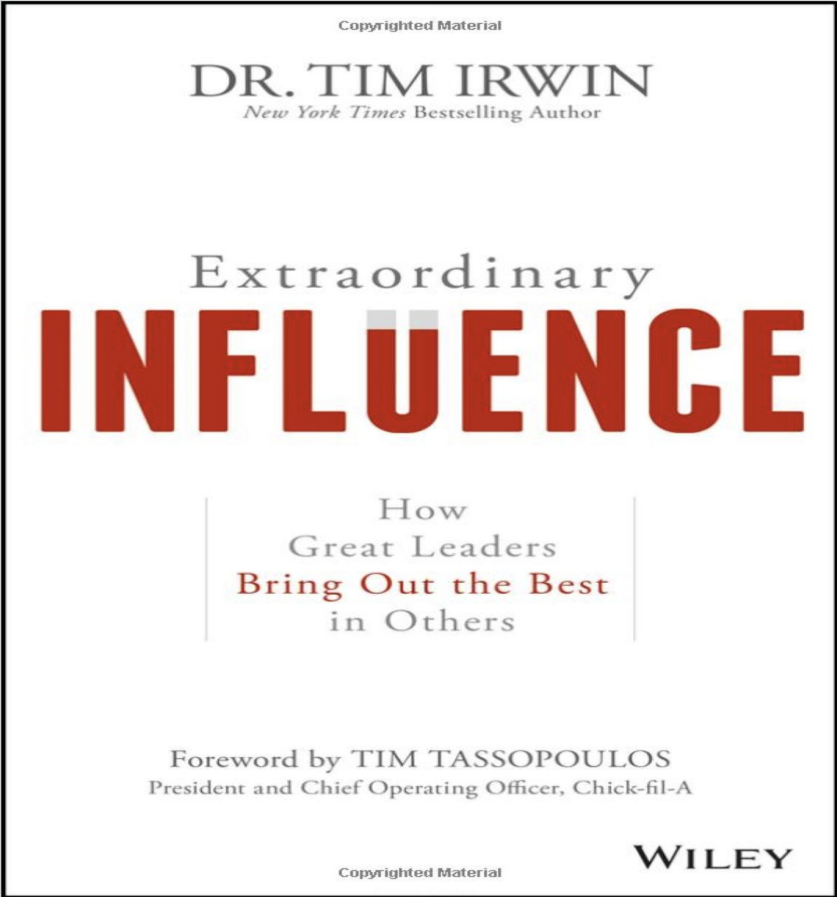
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You can purchase the summary of the book on Soundview Executive Book Summaries by subscribing to their service: <https://www.summary.com/shop/>

Purchase the book on Amazon: <https://www.amazon.com/Extraordinary-Influence-Great-Leaders-Others-ebook/dp/B086T3TEZ/>

WHAT they did/achieved
(Actions, Results)

HOW they did it
(Methods, Approach, Style)

WHY they did it
(Motivation, Intent)

WHO they are
(Character, Values, Identity)

WHAT they did/achieved (Actions, Results)

That project review that you facilitated last week was really helpful in surfacing some critical issues that need to be addressed.

WHY they did it (Motivation, Intent)

I really appreciate your commitment to including diverse perspectives early in the product development lifecycle. That builds support for our project organization-wide.

HOW they did it (Methods, Approach, Style)

It was especially useful to have broad cross-functional representation there so we could surface potential system issues now, before they become blockers.

WHO they are (Character, Values, Identity)

You clearly are the kind of person who puts the long-term good of the project at the core of everything you do, and I admire that in you.

Business Benefits of Appreciation

- Employee engagement rose 24 percent in areas where leaders provided *optimal* recognition.
- Customer complaints fell 38 percent.
- Employee and customer theft decreased.
- Customer accidents decreased 32 percent. According to one leader, “More focus through our recognition effort on the safety and care for customers has improved awareness of things that could cause accidents.”

Knowing is not Doing

知識がある≠行動できる



Interpretation Shapes Reality

ある出来事をどう解釈するかによって、リアリティが形成される。



Something Happens

ある出来事

犠牲者の
解釈

Victim's
Interpretation

勝利者の
解釈

Victor's
Interpretation



Confidence is NOT Required!

自信はなくてもかまわない

- Confidence 自信
 - the quality or state of being certain.
 - a state of mind or a manner marked by easy coolness and freedom from uncertainty, or embarrassment.

コミットメント

- Commitment
 - an agreement or pledge to do something.
 - carrying into action deliberately.



Desire vs. Intention

願望 vs 決意

- **Desire** - - - **TRY**
願望 やろうと思う
– to wish or long for or crave.



- **Intention** - - - **COMMIT**
決意 必ずやる
– determining to do a specified thing.

Commitment to Action

What action will you take to apply what you learned today?

Date you will take this action? _____

Who will be your "thinking partner" to encourage you to take action, and check on your progress?

