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1983 ServiceMaster Award of Excellence

C. William Pollard

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1983 AWARD OF EXCELLENCE

C. W. POLLARD

WHAT DOES IT TAKE TO BE A WINNER? FOR THOSE OF YOU WHO FOLLOW PROFESSIONAL FOOTBALL, YOU KNOW THAT IT HAS BEEN ANOTHER MEDIOCRE SEASON FOR THE CHICAGO BEARS, 3 WINS AND 6 LOSSES. IT HAS BEEN A LONG TIME SINCE THE CHICAGO BEARS HAVE BEEN AT A WINNING PACE. YOU MAY HAVE HEARD OR SEEN THE GAME LAST SUNDAY, THE LAST GAME OF THE YEAR. THEY WERE WINNING BY MORE THAN 20 POINTS IN THE THIRD QUARTER AND THEN LOST TO TAMPA BAY IN OVERTIME. IT HAS BEEN THAT WAY ALL SEASON. THEY HAVE A GOOD START AND THEN JUST SEEM TO FOLD UP BEFORE THE GAME IS OVER.

BUT, OF COURSE, THAT IS ALL SOLVED NOW AS I AM SURE MOST OF YOU HAVE READ THE RECENT ANNOUNCEMENT THAT THE CHICAGO BEARS HAVE BEEN SOLD. THEY ARE GOING TO MOVE AND THEY ARE GOING TO CHANGE THEIR NAME. I UNDERSTAND THAT THEY HAVE BEEN ACQUIRED BY A SYNDICATE OF INVESTORS FROM THE PHILIPPINES AND THAT THEY ARE GOING TO PLAY FOR THE CITY OF MANILA. OF COURSE, THEIR NEW NAME WILL BE VERY APPROPRIATE, THE MANILA FOLDERS.

YOU KNOW, EVERYONE LIKES TO BE A WINNER. THERE IS A PEANUTS CARTOON THAT HAS SNOOPY SAYING AS HE WALKS DEJECTED TOWARD HIS OPPONENT ON THE TENNIS COURT, "IT DOESN'T MATTER IF YOU WIN OR LOSE, UNTIL YOU LOSE.

BUT, FOR US IN SERVICEMASTER, WINNING IS A WAY OF LIFE. ON SEPTEMBER 1, 1962, KEN WESSNER, WHO NOW SERVES AS OUR CHAIRMAN AND CHIEF EXECUTIVE OFFICER, WAS RESPONSIBLE FOR THE SALE OF OUR FIRST HEALTH CARE FACILITY. TWENTY YEARS LATER WE HAVE THE PRIVILEGE TO SERVE

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THAT SAME FINE HOSPITAL. AND, IN ADDITION, WE ARE SERVING IN OVER 1,000 FACILITIES LOCATED IN EVERY REGION IN THE UNITED STATES. ALSO, IN THIS PAST YEAR WE HAVE EXPANDED OUR BUSINESS INTERNATIONALLY SO THAT WE ARE SERVING HOSPITALS IN CANADA, JAPAN, AND SWEDEN. OUR MANAGEMENT SERVICES NOW INCLUDE SIX IN NUMBER, INCLUDING HOUSEKEEPING, PLANT OPERATION AND MAINTENANCE, LAUNDRY, CLINICAL EQUIPMENT, MATERIALS MANAGEMENT, AND FOOD SERVICE. IT HAS BEEN WITHIN THE LAST TWO YEARS THAT WE HAVE MADE A MAJOR THRUST IN EXPANDING OUR SERVICES TO THE EDUCATIONAL AND SCHOOL MARKETS. AT YEAR-END WE ARE SERVING IN OVER 67 SCHOOL FACILITIES WITH AN ANNUALIZED REVENUE IN EXCESS OF \$44.2 MILLION. JUST THIS PAST YEAR WE BEGAN SERVING IN THE INDUSTRIAL MARKET. BY YEAR-END, WITH THIS NEWEST OF OUR MULTIPLE MARKET THRUSTS, WE ARE SERVING IN 16 FACILITIES WITH AN ANNUALIZED REVENUE OF \$8.6 MILLION. IT IS ALSO WITHIN THIS LAST TWO YEARS THAT WE HAVE JOINED WITH YOU TO BRING A QUALITY FOOD SERVICE PROGRAM TO HEALTH CARE OF \$4 TO \$12 MILLION.

SERVICEMASTER IS GROWING AND IS RUNNING HARD IN WHAT SOME REFER TO AS A STAGNANT AND DEPRESSED ECONOMY. WHILE OTHERS ARE FACED WITH THE PROBLEM OF LAYOFFS, SERVICEMASTER IS FACED WITH THE OPPORTUNITY OF IDENTIFYING AND RECRUITING GOOD PEOPLE. WE ARE EXPANDING IN MULTIPLE MARKETS WITH MULTIPLE SERVICE LINES. WE ARE BEATING COMPETITION AND WE ARE ON THE CUTTING EDGE IN EVERY MARKET PLACE THAT IT IS NOW SERVING.

BUT, ALL THIS AND THE WINNING PACE TOO IS ONLY RELEVANT IF IN THE PROCESS OF EXPANDING AND RUNNING, PEOPLE ARE IN FACT GROWING AND DEVELOPING. THE LIMITATION OF OUR FUTURE, IF ANY, WILL NOT BE IN THE MARKETS WE SERVE IN OR THE GENERAL ECONOMY, IT WILL BE IN OUR ABILITY

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TO GROW AND DEVELOP WINNERS FAST ENOUGH TO KEEP UP WITH THE PACE. IN SERVICEMASTER THERE IS AN OPPORTUNITY FOR EVERY INDIVIDUAL WHO WILL MAKE A CAREER COMMITMENT.

WINNERS SUCH AS: (GIVE EXAMPLES OF THOSE IN THE DIVISION.)

THE DYNAMICS OF THIS WINNING PACE MUST BE KEPT BEFORE US AND UNDERSTOOD, FOR YOU AND I ARE THE ONE'S WHO WILL MAKE IT HAPPEN IN THE FUTURE.

TO WIN, WE MUST PREPARE. EACH OF US HAVE A RESPONSIBILITY THAT REQUIRES INITIATION, ACCEPTANCE, AND ADHERENCE TO A PLAN, WHETHER THAT BE A BUDGET PLAN FOR YOUR ACCOUNT OR AN EDUCATIONAL PLAN FOR YOUR OWN DEVELOPMENT. HOW ARE YOU PREPARED FOR 1983? DO YOU UNDERSTAND AND KNOW WHAT IT TAKES TO MAKE THAT BUDGET PLAN HAPPEN FOR YOUR HOSPITAL OR FOR YOUR REGION? ARE YOU PREPARED FOR NEW PROCESSES AND METHODS? KINETIC SANITIZING (KINSAN) IS A REVOLUTIONARY NEW WAY OF CARE FOR HARD SURFACE FLOOR AREAS. HOW WILL YOU BE PREPARED TO BRING THIS NEW METHOD TO YOUR HOSPITAL. MANY OF THE HOSPITALS WE SERVE ARE UNDER INCREASING COST PRESSURES. HOW WILL YOU BE INITIATING AS A DEPARTMENT HEAD TO RESPOND TO ADMINISTRATION?

SEPTEMBER 1, 1962, THERE WAS ONE MAN, ONE HOSPITAL, ONE SERVICE. TWENTY YEARS LATER, OVER 5,000 MANAGERS ARE SERVING IN OVER 1,000 FACILITIES WITH SIX SERVICE LINES, 14 DIVISIONS, WITH A COMBINED ANNUALIZED REVENUE OF \$635 MILLION.

NOW, PROJECT YOURSELF, PROPEL YOURSELF, NOT TWENTY YEARS IN THE FUTURE, BUT JUST FOUR SHORT YEARS. WHERE WILL THAT WINNING PACE BRING US AS WE CLOSE 1985? 10,000 MANAGERS, OVER 2,000 FACILITIES

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SERVED, THE ADDITION OF NEW BUSINESSES AND NEW SERVICE LINES YET TO BE ANNOUNCED, THE POSSIBILITY OF 18 TO 20 DIVISIONS, NEW OPPORTUNITIES OF OWNERSHIP PARTICIPATION FOR OUR MANAGERS, OVER \$1 BILLION IN ANNUALIZED REVENUE, AND SERVING IN MANY MORE FOREIGN MARKETS, AS WELL AS THE MULTIPLE EXPANSION IN THE DOMESTIC MARKETS, HOSPITALS, SCHOOLS, AND INDUSTRIAL FACILITIES.

THIS IS THE PACE BEFORE US, TAKING WHAT HAS BEEN DONE IN THE LAST TWENTY YEARS AND GROWING AT TWENTY PERCENT WITH A DIFFERENT MIX AND A DIFFERENT ORGANIZATION. THE ONLY WAY IN WHICH THAT WILL HAPPEN WILL BE IF THE MAJORITY OF YOU RUN AND GROW AT A WINNING PACE, AND IN SOME CASES LEAP FROG IN RESPONSIBILITIES AND PERFORMANCE. TO RUN AT THIS PACE WE WILL HAVE TO FURTHER DEVELOP OUR CHARACTER AND STRENGTH AS SERVICEMASTER MANAGERS. THIS WILL REQUIRE A RENEWED UNDERSTANDING AND FULFILLMENT OF OUR PURPOSES AND OBJECTIVES. IT WILL REQUIRE A PATTERN OF LIFE FROM EACH OF US THAT WILL BE CHARACTERIZED BY FIVE ESSENTIALS:

1) COMMITMENT - OUR DECISIONS AND THE PRINCIPLES THAT GOVERN THEM MUST BE DISTINGUISHED BY OUR COMMITMENT. ASK YOURSELF THIS QUESTION, IS THERE AN ENDURING PREDICTABILITY IN YOUR WORK AND WORDS THAT ESTABLISH YOU AS A PERSON WORTHY OF TRUST, OR DO YOU ATTACH YOUR ACTIONS, THOUGHTS, AND WORDS TO CIRCUMSTANCES, TO THE CONVENIENCE OF SELF-INTEREST WITHOUT REGARD TO PRINCIPLE OR TO THE NEEDS OF OTHERS. IS SERVICEMASTER A CAREER OR A MERE STOPPING PLACE? ARE YOU COMMITTED TO SERVE SO THAT THE PEOPLE YOU WORK WITH AND WORK FOR APPRECIATE THE SINCERITY AND THE LOYALTY EVIDENCED BY WHAT YOU DO? IN MARION WADE'S OWN WORDS, "DO YOU LIVE IT?"

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2) PERSEVERENCE - HOW WELL DO YOU HANG IN THERE IN THE FACE OF DIFFICULTY AND PROBLEMS? DO YOU HAVE A PATTERN OF CONSISTENCY AND STEADFASTNESS OR IS THERE A TENDENCY TO WIRTHDRAW OR GIVE UP, TO JUST LET THINGS BE AS THEY ARE AND HOPE THEY TAKE CARE OF THEMSELVES? DO YOU DISENGAGE FROM RELATIONSHIPS AND RESPONSIBILITIES AND COMPROMISE ON PRINCIPLES BECAUSE IT IS EASY, BECAUSE YOU THINK IT CAN TAKE CARE OF ITSELF OR THAT IT WILL GO AWAY? LET ME ASSURE YOU THAT OUR RELATIONSHIP AND SERVICE TO OUR CUSTOMERS NEVER TAKES CARE OF ITSELF. IT IS SO EASY TO TAKE FOR GRANTED A LONG-STANDING RELATIONSHIP WITH A CUSTOMER OR WITH AN EMPLOYEE. RELATIONSHIPS MUST BE BUILT AND GROWN, THEY DO NOT REMAIN IDLE OR STATIC.

3) CONFIDENCE - DOES YOUR BEHAVIOR EXHIBIT AN ASSURANCE OF MIND AND FIRMNESS OF BELIEF IN YOURSELF AND IN THE LEADERSHIP OF SERVICEMASTER? ARE YOU A PERSON WHO CAN ENTRUST YOURSELF TO OTHERS WISELY? DO PEOPLE RESPOND POSITIVELY BECAUSE THEY HAVE FULL CONFIDENCE IN YOU? ARE YOU CANDID WITH THE PEOPLE YOU MANAGE AND WITH YOUR LEADERS TO CORRECT INCONSISTENCIES OR WRONGS?

4) SINGLEMINDEDNESS AND PURSUIT OF EXCELLENCE - ARE YOU SINGLEMINDED ABOUT YOUR SERVICEMASTER RESPONSIBILITIES OR DO YOU GET INVOLVED IN DISTRACTING ACTIVITY? ARE YOU PURSUING EXCELLENCE IN ALL THAT YOU DO? ARE YOU WILLING TO TAKE THE RISK OF CHANGE, TAKING A POSITIVE POSITION TO IMPROVE OR IN SOME CASES CORRECT. A QUALITY PROGRAM MUST BE PURSUED. ARE YOU SATISFIED WITH YOUR QPQ SCORES?

5) SOURCE OF AUTHORITY - WHAT IS THE SOURCE OF YOUR AUTHORITY AND POWER? WHERE DOES IT COME FROM? DO YOU HAVE A RESOURCE AND POWER BEYOND YOURSELF THAT YOU CAN CALL UPON? WHERE IS GOD IN YOUR LIFE

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AND IN YOUR WORK? IN SERVICEMASTER WE ARE COMMITTED TO HONOR GOD IN ALL WE DO. THAT MEANS WE RECOGNIZE GOD AS OUR CREATOR. WE RECOGNIZE GOD AS THE ULTIMATE PROVIDER. A PROVIDER WHO IS CONCERNED FOR EACH ONE OF US. A PROVIDER WHO HAS MADE THE WAY TO HIM POSSIBLE THROUGH HIS SON, JESUS CHRIST. A PROVIDER THAT HAS STANDARDS OF JUSTICE, FAIRNESS, AND RIGHTNESS. A PROVIDER WHO KNOWS WHAT IT IS TO SUFFER LOSS AND DEFEAT, BUT WHO HAS A WINNING PLAN FOR MEN AND WOMEN WHO ARE COMMITTED TO HIM. A PROVIDER WHO IS INTERESTED IN THE WAY WE CONDUCT OUR LIVES AND OUR BUSINESS. DON'T SHUT GOD OUT. HE BELONGS IN EVERY ASPECT OF OUR LIFE.

AT SERVICEMASTER WE SAY TO HONOR GOD, TO HELP PEOPLE DEVELOP, TO PURSUE EXCELLENCE, AND TO GROW PROFITABLY IS ALL A PART OF GOD'S WORK. BY ANY PERSON'S STANDARDS OF BUSINESS SUCCESS, SERVICEMASTER HAS ACHIEVED A PLACE OF PROMINENCE. IN THE MOST RECENT RATING PUBLISHED BY FORBES MAGAZINE, SERVICEMASTER RANKED NUMBER ONE IN THE HEALTH CARE CATEGORY AND NUMBER EIGHTEEN AMONG ALL U.S. BASED COMPANIES! BUT, DO NOT EVER CONFUSE THE VALIDITY OF OUR PURPOSES WITH SIMPLY A HIGH MARKET VALUE OR A HIGH PRICE EARNINGS RATIO. THE MINISTRY OF SERVICEMASTER IS NOT TO BE MEASURED SOLELY BY ITS FINANCIAL SUCCESS. GOD IS NOT SO LIMITED. OUR PRIMARY CALLING IS A MINISTRY TO PEOPLE, PEOPLE WE WORK WITH AND THE PEOPLE WE SERVE. THIS IS THE REASON WHY GROWTH AND THE INVOLVEMENT OF MORE AND MORE PEOPLE IS NOT AN OPTION FOR US, BUT A MANDATE. IT IS THE SURENESS OF OUR PURPOSE THAT GIVES ME CONFIDENCE ABOUT THE FUTURE. IT IS THE MAGNITUDE AND DIMENSION OF THE OPPORTUNITIES BEFORE US TO BE USED OF GOD THAT EXCITE ME TO ZEALOUS COMMITMENT. NOW ARE YOU READY! DO YOU HAVE YOUR TRACK SHOES ON! THE ACCELERATED PACE OF THE GROWTH

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BEFORE US WILL BE DEMANDING AND STRETCH OUR MENTAL AND PHYSICAL ENERGIES. THERE IS A RACE TO BE RUN AND TO BE WON. THE REWARDS WILL NOT BE LIMITED TO A PAYCHECK, BUT INCLUDE THE ENRICHMENT OF YOUR LIFE BECAUSE OF THE OPPORTUNITY TO GROW IN THE KIND OF PERSON YOU ARE BECOMING AS YOU INVEST YOUR LIFE IN OTHERS!