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Outline for Talk to Delta One Group

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Outline for Talk to Delta One Group
Nashville, TN – Wednesday, September 16, 2015

I. Introductions

A. Tell me a little bit about:

- Yourself
- Your family
- Your goals or hopes for the future
- Your opportunities or challenges

II. What is your business?

A. Call on Individuals

B. Tell them the story of Peter Drucker and our Board of Directors at Service Master

- We all need people in running our business—people who will serve and people to be served (ie our customers).
- In our business we need people who are loyal, committed, and seek to excel in serving the customer.

They need to grow and develop in what they do and in who they are becoming.

- Drucker was reminding us in Service Master in a very direct way that this was not only an essential part of our mission “to help people develop”, but it was also a core competency for the growth of our business.
- Our business is about people, but it is also about issuing a mission and purpose.
- People work for a cause, not just for a living, and the people we serve are buying our trustworthiness.
- Our business is either growing or shrinking. Change is a reality of life, and it’s a reality in the markets we serve. One thing certain about tomorrow is that it will be different from today. In the absence of preparing for the future and innovating to respond to change, our business will become yesterday’s hero.
- Growth is not an option—it is a mandate.

- A business never stands still.
- III. Therefore, what I'd like to discuss with you today is:
- A. People Development
 - B. Establishing Relationships of Trust
 - C. Identifying and Implementing a Mission and Purpose
 - D. Responding to the Inevitability of Change with Planning and Innovation that will Result in a New Dimension of Performance

There is a common element to all of these items. It will not just happen or somehow fall from the sky. It requires leadership.

- IV. How many leaders do we have in this room?
- A. Raise your hand if you feel you are a leader
 - B. Let's spend some time now and talk about this subject of Leadership
 - C. Drucker said, "Leadership in and of itself is not something that should be sought after. Leadership is just a means. To what end is the real question."

- D. For Drucker and me, the “end” of leadership is the people who follow, the direction they are headed, and who they are becoming—so it all comes back to people
 - E. Drucker further reminds us that a leader has only one choice to make: to lead or mislead
- V. Learning from lessons of leading
- A. Story of my interview process for joining Service Master
 - B. Story of helping a leader understand his responsibility or posture of indebtedness to the people he leads
 - C. Story of a mentoring experience with Ken Hansen regarding our franchise business
- VI. Learning from lessons of planning for the future and learning to innovate in responding to change
- A. Story of Marion Wade as he started this business

- B. Story of Ken Wessner as he started our healthcare business and sold our first hospital
- C. Story of CWP as we expanded our consumer services business and identified a source of funds for the acquisitions that needed to be made

VII. Learning from the arrogance of success/the problem of hubris

- A. Story of determining the right course of action in a conflict situation
- B. A leader's responsibility for developing a culture of character—the investment banker story
- C. Mistakes in dealing with people and the pain of making a mistake

VIII. The importance of knowing what you believe and why you believe it

- A. The role of faith in leading