



SERVICES PROVIDED

REFINING OBJECTIVES

- Goal & strategy clarification
- Customer & employee surveys
- Target creation
- Performance measurements
- Due diligence diagnostic

PEOPLE

- Assessment tools
- Goal alignment
- Executive coaching
- “3C” program & training
- “Skill Bites” & presentations

BUSINESS PROCESS

- Design/reengineering training
- Design/reengineering facilitation
- Process documentation
- Process implementation

ORGANIZATIONAL CULTURE

- Cultural characteristics profile
- Change approach & facilitation
- Conflict management
- Tools to maintain new culture

CHANGE

- Vision development
- Change management approach
- Communication strategy
- Change facilitation

TECHNOLOGY

- User & Technical specifications
- High level system logic
- Technical specifications
- Vendor/system selection
- User coaching

PASSION POWERS SUCCESS

Your organization has so much on its plate – especially when it’s undergoing major change. You already spend huge amounts of time motivating, engaging, training and cajoling. How can you possibly devote more? Yet you absolutely must do one more thing: invest the effort to generate real passion throughout your company about what you are trying to achieve.

Creating Passion: Why bother?

What makes creating passion worth finding the time to do? It’s simple: *passion creates results.*

You know about the concept of buy-in, and you probably have a good idea how to achieve it. Buy-in is critical—but when the only option is achieving success, buy-in is not enough. Passion enables your organization to go beyond success to reaching its full performance potential.

Passion is what makes New Yorkers believe the Yankees can always win. It creates a sense of pride, a sense of being a part. And it’s passion that will cause your employees to go above and beyond your requirements to get the job done and get it done right.

Buy-In vs. Passion

Buy-in causes your people to be open and provide cooperative assistance. Passion, on the other hand, yields increased cooperation, proactive ideas, imagination and action. Buy-in means “I’ll go along, I won’t resist, I’m here for the ride.” Passion

means “I’m excited, driven and getting an adrenaline rush by working towards our goals.” Buy-in creates activity towards a deadline. Passion creates a what-ever-it-takes attitude—an approach that says we must and will succeed. Setbacks easily undermine buy-in; with enough setbacks, buy-in is lost altogether. When passion meets setbacks, troops rally and the drive to succeed is strengthened.

Passion in Action

Several years ago, Leap Strategies worked with a company that was about to be sold. No one knew who would be asked to leave and who would remain. The unit we worked with had low morale and low productivity. True transformation was needed for the unit to survive. The staff would have to do things differently and change the way they approached their jobs. The challenge was to create passion so great, they would put aside their employment fears and dive in to support the change. Our solution: ask the employees, “Regardless of whether you stay or leave, how good would it feel to be part of the group responsible for turning the unit around?” They knew it would feel great. Making the unit successful became a passion. They did it.

The Benefits of Passionate Employees

Passion changes problems and demands into exciting challenges that you can’t wait to get your teeth into. It generates involvement and innovation, and fosters collaboration. Passionate employees stay put, cutting costly turnover. A job you’re passionate about is a job you want to keep.

Experiencing passion is downright fun. It creates employees who enjoy what they do and are accountable. It makes them want to come to work, and helps them arrive charged and ready to dive in—even on Monday, even after vacation. It motivates better than money. Who wouldn’t want employees who feel like this?

We hear passionate people saying, “Not only do I love what I do, I get paid to do it!” People who feel like this give work their all. They focus all of their energy, knowledge, experience and imagination on meeting the company’s goals. They don’t need as much in the way of rewards and perks, because you have given them something everyone desires—a reason to be.

Passion in Action

In 2001, we worked with a company that was focused on reducing their product development cycle time. By creating and maintaining passions for this goal, the employees collaborated in a way they never had before. The result? They reduced their previous 13 week cycle time to 12 days! The employees were challenged to make an aggressive goal a reality. They caught the passion, were given direction, and took the ball and ran with it.

Igniting Passion

Buy-in is 90% cerebral. Passion is almost the opposite—just 20% cerebral vs. 80% emotional. Creating passion requires that you trigger strong emotions. If you're one of the many people who finds strong frightening, push past that fear. Remember, passion creates results.

Start with a strong, passionate leader. Ideally it's the CEO or President, but if not, make sure the chosen leader is credible. This leader is responsible for planting the seeds. Their role is to explain the target or change clearly to everyone in the organization. They need to make it powerful, make it honest, make it real, and let the staff know that they are an integral part of reaching the goals.

Make sure you ignite the passion in your entire leadership chain, from executive team to the supervisory level. Help them understand that a large part of achieving success is sparking passion in their direct reports. Acknowledge the time and effort this requires. Ask them to help you make it happen. Let them know it's their responsibility.

Words That Spark Passion

Communicate a vision of what you want to achieve to your entire organization. Identify specific targets, describe the way divisions will interact, envision the response of your customers. Get everyone on the same page. Explain what it will take to get there. Don't mince your words.

The right analogy can create excitement and understanding. We suggested to the CEO of a large table top company that she tell her people that they could become “the Burberry of the table top industry.” They knew what she meant. Without further explanation, she was telling them that by continuing their old approach to product they had created a tired brand. They had to change, and like Burberry, they could create newness that would turn the company around.

Sometimes it makes sense to create an “ignition phrase”—a phrase that ignites passion, like Nike’s “Just Do It”. A coaching client of ours who periodically needed a way to boost her own passion, used, “Make it happen” every time she felt like the stairs were getting too steep to climb.

Use a company ignition phrase the same way—and use it a lot. Put it on company communications, say it at the end of meetings, work it into as many conversations as you can. Most important of all, believe it. When you use a phrase repeatedly in this way, it keeps the intensity going.

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You’ll know when you’ve succeeded in generating passion within your organization. The dramatic results will cause your people to give each other high fives in the hallway. You want this. Passion is contagious. It builds a culture that feeds on achievement. It helps your people bring about extraordinary results. And the time and effort it takes to create passion? Clearly, it’s well invested.