

GUEST AND CAMPER NEEDS AND RELATIONS

**CCCA National Conference
December 8, 2010 – Wednesday 11:15 a.m.
Ridgecrest Conference Center ▲ Asheville, N.C.**

THE TOP-10 BOOKS AND RESOURCES

Customer Service Horror Stories & Success Stories

Learn how to build extraordinary service and heart-felt hospitality into your team's DNA so your campers and guests become raving fans. Plus discover the Top-10 books and resources for enriching guest experiences and making a kingdom impact.

Special Horror Story Expert!

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Book:

Mastering the Management Buckets:

20 Critical Competencies for Leading Your Business or Nonprofit

www.ManagementBuckets.com

Complimentary eNewsletter:

Your Weekly Staff Meeting

“a book review and a bucket every week” – sign up at www.ManagementBuckets.com

eNews Archives: www.Urgentink.typepad.com

Download this handout and PowerPoint at:


<http://www.managementbuckets.com/pages/CCCA2010>

Order the audio recording from:

<http://www.soundword.com>

What's the context?

Mastering the Management Buckets

The 3-legged stool: Cause Community Corporation	
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OUR CAUSE

THE RESULTS BUCKET	1
THE CUSTOMER BUCKET	2
THE STRATEGY BUCKET	3
THE DRUCKER BUCKET	4
THE BOOK BUCKET	5
THE PROGRAM BUCKET	6

OUR COMMUNITY

THE PEOPLE BUCKET	7
THE CULTURE BUCKET	8
THE TEAM BUCKET	9
THE <i>HOOPLA!</i> BUCKET	10
THE DONOR BUCKET	11
THE VOLUNTEER BUCKET	12
THE CRISIS BUCKET	13

OUR CORPORATION

THE BOARD BUCKET	14
THE BUDGET BUCKET	15
THE DELEGATION BUCKET	16
THE OPERATIONS BUCKET	17
THE SYSTEMS BUCKET	18
THE PRINTING BUCKET	19
THE MEETINGS BUCKET	20

Suggestion: Use this "Case Study" template at a future staff meeting—and ask each person to bring a case study tagline, axiom, story and resource. Then discern if there is a "To Do" or a "To Delegate" action step. Or...order the audio recording from www.SoundWord.com and play the appropriate segment for the case study you want to feature at your meeting.

CASE STUDY #1: Hank the Happy Fix-it Guy

Tagline	"Be Prepared"
Axiom	"Cheerful service is a sorry substitute for detailed preparation."
Horror Story	
Success Story	
To Do or To Delegate	
Book or Resource	<p><i>The Checklist Manifesto: How to Get Things Right</i>, by Atul Gawande</p> <p>*Read John Pearson's book review: http://urgentink.typepad.com/my_weblog/2010/02/the-checklist-manifesto.html</p>

***Fly the Airplane! (Excerpt from John's book review):**

I've mentioned before that I measure a great book by how often I'm reading sections to my long-suffering wife/listener, Joanne. Another indicator: I read the book slowly, tasty morsel by tasty morsel. Lastly, there's serious emotion when I turn the last page—somehow hoping it could go on and on. This book scores 10s on all counts.

Really? A book about checklists is that good? Yes. If you enjoyed Malcolm Gladwell's *Outliers*, you'll love this one.

[x] 1. Atul Gawande, a surgeon and staff writer for *The New Yorker*, leads the World Health Organization's Safe Surgery Saves Lives program. If you didn't believe in checklists before, you'll be a born-again checklist-maker after Chapter 1.

[x] 2. He quotes a 1970s study on "necessary fallibility." It cites two reasons we fail at stuff: a) ignorance and b) ineptitude. In the latter, "...the knowledge exists, yet we fail to apply it correctly."

[x] 3. Caution! If you're having surgery soon, or have friends or family facing the knife, you may want to skip this book—or ask your surgeon's views on operating room checklists. (In a recent global experiment, a two-minute pre-surgery team review of a standard checklist has dropped infection rates, death rates and complication rates by a staggering amount.)

[x] 4. Pilots have long been the checklist gurus—but the art and science of well-crafted checklists have not found favor in other professions or industries...yet. The Captain Sully story, though expected, still caused my heart to beat fast. You'll appreciate how checklists saved the day for the "Miracle on the Hudson."

[x] 5. The chapter, "The End of the Master Builder," takes you into the elite world of checklists created under the hardhats of McNamara/Salvia, a Boston high rise construction firm. The dingy construction trailer is long gone. In its place, "...on the walls around a big white oval table, hung sheets of butcher-block-size printouts of what were, to my surprise, checklists."

[x] 6. Checklists are "ridiculously simple." What seems obvious, isn't. Checklists enhance teamwork—even among virtuoso surgeons. "There's a reason much of the world uses the phrase, operating theater."

[x] 7. Boeing's checklist expert uses "pause points" when building checklists for pilots in crisis. Within each pause point, he limits the checklist to between five and nine items. I had no idea that there were checklist connoisseurs.

[x] 8. For crisis lists, decide whether you want a DO-CONFIRM checklist (do what your gut tells you, then go back and confirm you did it) or a READ-DO checklist (more like a recipe).

[x] 9. Gawande interviewed the managing partner of a California investment firm who is a checklist zealot. He cited the "cocaine brain" that researchers often experience when investigating company financial reports. Without a thorough checklist (honed over years of experience), a greed mode kicks in and wipes out thoughtful discernment. They use a "Day Three Checklist" to avoid disasters. "Forty-nine times out of fifty, he said, there's nothing to be found. 'But then there is.'"

[x] 10. "Fly the airplane," amazingly, is the first item on a checklist for engine failure on a single-engine Cessna airplane. "Because pilots sometimes become so desperate trying to restart their engine, so crushed by the cognitive overload of thinking through what could have gone wrong, they forget this most basic task. FLY THE AIRPLANE."

In one study of 250 staff members (surgeons, anesthesiologists, nurses and others), 80 percent reported that the new checklist had improved the safety of care and 78 percent "actually observed the checklist to have prevented an error in the operating room." Yet, 20 percent gave it a thumbs down.

Then Gawande asked one more question, "If you were having an operation, would you want the checklist to be used?" A full 93 percent said yes!

CASE STUDY #2: Perky Patty at the Hertz Counter

Tagline	Train Well—But Customize Training
Axiom	<p>Understand social styles and you'll have superior customer service.</p> <ul style="list-style-type: none"> • Drivers • Analyticals • Amiables • Expressives
Horror Story	
Success Story	
To Do or To Delegate	
Book or Resource	<ul style="list-style-type: none"> • See the charts and resources on the 4 social styles featured on John Pearson's "People Bucket" webpage. Click on: http://www.managementbuckets.com/pages/The_Buckets and then click on the "People Bucket." <p>Books:</p> <ul style="list-style-type: none"> • <i>The Delicate Art of Dancing With Porcupines</i>, by Bob Phillips • <i>How to Deal with Difficult People</i>, by Bob Phillips • <i>The Social Styles Handbook</i>, Wilson Learning Center • More info: www.TRACOM.com

John Pearson's book review excerpt of *The Social Styles Handbook*:

http://urgentink.typepad.com/my_weblog/2008/11/index.html

If you lead a nonprofit organization and depend on year-end donor gifts, you'll get plenty of wisdom from staff, board members and other donors about how the economy will affect giving. You'll need to filter that advice through your understanding of the four social styles: Analyticals, Drivers, Amiables and Expressives. It's all about finding your comfort zone and understanding the comfort zone of others, including donors.

Will your revenue go up or down in 2009? When making decisions, Analyticals avoid risk, based on facts. Drivers take risks, based on intuition. Amiables avoid risk, based on opinion. Expressives take risks, based on hunches. Do you have a mix of all four styles on your staff and board? Do you understand—and leverage—the social styles of your major donors?

Analyticals appreciate data. Your Vision 2010 proposal has 16 pages, but that may not be enough information for an Analytical. Donors who are **drivers want you to get to the bottom line ASAP.** Forget the PowerPoint and the chitchat. **Amiables value an unhurried appointment** with a focus on close relationships and peace. Yet **Expressives value interaction, involvement and a fast pace.** And don't make it boring!

Stop! Don't make one more donor call until you've read this week's book. While there are many good "people systems" out there going back as far as Hippocrates' four temperaments, I recommend you become a student of the four social styles. This system is easy to remember and doesn't require a one-day seminar or an expensive assessment. For more information and both faith-based and marketplace books (and the science behind the four social styles), visit the People Bucket on my website and read Chapter 7 in my Buckets book.

CASE STUDY #3: FedEx Won't Deliver to FedEx!

Tagline	If It Doesn't Make Sense, Challenge the System
Axiom	Every week, drive a stake into your outrageous bureaucracy.
Horror Story	
Success Story	
To Do or To Delegate	
Book or Resource	<ul style="list-style-type: none"> • *Read this story in John Pearson's book, <i>Mastering the Management Buckets</i> – www.ManagementBuckets.com • Create a "Meatloaf Award"

***Excerpt from The Systems Bucket chapter of *Mastering the Management Buckets*:**

I have good news and bad news about THE SYSTEMS BUCKET at FedEx Kinko'sSM. First the good news. After sending a written concern to the company's customer relations department, I received three phone calls from the store manager, the district manager and the regional manager. My request for a refund was courteously granted that day, the amount exceeding my request. Very impressive!

Now the bad news. In my attempt to send a FedEx to FedEx Kinko's, the nicer-than-nice customer relations person was not able to give me the company's street address, just the post office box address in Provo, Utah.

"That's our policy," she smiled. It was a phone call, but I could sense her smile. Well, as every manager knows (because we've all done it once, but only once), FedEx[®] will not deliver to a P.O. box.

"You mean I cannot send a FedEx to FedEx[®]?" I inquired nicely. "Does not the irony of this policy seem, well, ironic?" I asked her (nicely).

Miss Nice agreed, we both laughed, and I sent my FedEx instead to the corporate office in Dallas. I attached a note to the president of FedEx Kinko's, asking him to please mail my letter to Customer Relations in Provo! (The next day, I got the three phone calls!)

CASE STUDY #4: The CCI National Shrimp Fiasco!

Tagline	Know Your Customer
Axiom	“Ready! Fire! Aim!” sometimes bites you in the back.
Horror Story	
Success Story	
To Do or To Delegate	
Book or Resource	<p>*Read John Pearson’s book review: http://urgentink.typepad.com/my_weblog/2008/05/the-five-most-i.html</p> <ul style="list-style-type: none"> • <i>The Five Most Important Questions You Will Ever Ask About Your Organization</i>, by Peter Drucker • Facilitator and participant guides are sold by www.LeaderToLeader.org

*The Five Drucker Questions

A helpful new tool for the five “Drucker questions” was published by Leader to Leader Institute and Jossey-Bass last month. The first edition of Peter Drucker’s self-assessment tool for organizations arrived in 1993 and introduced these five key questions: 1) What is our mission? 2) Who is our customer? 3) What does the customer value? 4) What are our results? and 5) What is our plan?

This supplementary tool (just 101 easy-reading pages) includes expanded observations from Drucker along with color commentary from six distinguished management gurus, including Jim Collins, Philip Kotler, James Kouzes, Judith Rodin (Rockefeller Foundation president), V. Kasturi Rangan (Harvard Business School), and Frances Hesselbein (chairman of Leader to Leader Institute and former CEO, Girl Scouts of the USA).

Ready! Fire! Aim!

A few years back, I created the annual “Meatloaf Award” and gave this dubious honor to the person who had the worst program idea for the annual conference. The management team nominated team members and then voted. No surprise—I received the award several times.

To encourage risk-taking at his company, one CEO hands out crisp \$100 bills to anyone who admits to making a big mistake. He’s created a culture where failure is not fatal. Years ago, Tom Peters wrote about a company that fired a cannon to celebrate their colossal failures. Imagine.

Maybe because resources are scarce and there are few true R&D departments in nonprofits and smaller companies, leaders tend to play it safe, avoid risk and rarely tolerate costly missteps. That’s unfortunate. Maybe it’s time to loosen up, experiment more and encourage your team members to play “Ready! Fire! Aim!”

CASE STUDY #5: Mike B.—The Toilet Bowl Hugger

Tagline	Cut the Cord!
Axiom	Hire Slower. Fire Faster
Horror Story	
Success Story	
To Do or To Delegate	
Book or Resource	<p>*Read John Pearson's book review: http://urgentink.typepad.com/my_weblog/2007/03/the_people_buck.html</p> <p><i>Winning: The Answers: Confronting 74 of the Toughest Questions in Business Today</i>, by Jack & Suzy Welch</p>

*From John's review:

Issue No. 30 of *Your Weekly Staff Meeting* makes getting up this morning worthwhile! In his two-page chapter on "The Ultimate Values Test" in this week's book, Jack Welch warns not to get rid of "value offenders" surreptitiously with excuses like, "Charles left for personal reasons to spend more time with his family." Instead, you must inform your team publicly and "announce that Charles was asked to leave because he didn't adhere to specific company values."

Have the Guts to Cut the Cord

Jack Welch, chairman of GE for 20 years, says there are four kinds of managers. Pat Clements, president of Church Extension Plan, Salem, Ore., presented Welch's helpful insights to 25 CEOs at a recent CEO Dialogues day.

Managers should be evaluated on two key areas: their performance and how well they live out the corporate values. Managers in Group #1 deliver great results and adhere to good values. "They should be praised and rewarded at every opportunity," says Welch. Managers in Group #2 deliver poor results, but adhere to the values. They "deserve another chance, maybe in another position within the organization."

Group #3 managers deliver great results but have lousy values. This kind, says Welch, "deliver the numbers, but usually on the backs of their people. Companies very often keep these jerks around for way too long, destroying morale and trust as they do." Managers in Group #4 have poor performance and poor values. This one's easy to deal with, says Welch. "When you finally get the guts to cut the cord, you'll wonder why you didn't do it sooner."

CASE STUDY #6: Sweet & Sour: Girl With Angry Marker!

Tagline	4-Color Brochure Down the Toilet
Axiom	One direct mail piece does not a marketing plan make.
Horror Story	
Success Story	
To Do or To Delegate	
Book or Resource	<p>*Read John Pearson's book review: <i>Marketing Your Ministry: Ten Critical Principles</i>, by John W. Pearson and Robert Hisrich</p> <p>Idea: Guest Group Comparison Chart (Give Yourself a "YES" in every column)</p>

*Don't Be the 8th Lemonade Stand in a Row of 9

http://urgentink.typepad.com/my_weblog/2007/09/the-customer-bu.html

What is your unique selling proposition (USP)? Are you just the eighth lemonade stand in a row of nine? Have you clearly differentiated your organization from everyone else? It's not easy. Browse magazine ads, websites and your junk mail—the truly unique program, product or service jumps out at you. All the other copy cats and clones add to the collective boredom.

When Bob Hisrich and I wrote *Marketing Your Ministry* in pre-Internet 1990, many church leaders were still uncomfortable using the word "marketing." Google "marketing your ministry" today and more than 1,700 options appear. The book's 10 critical principles are as relevant today as they were 17 years ago—maybe more so.

My favorite principle: **"One clever direct mail piece does not a marketing plan make. People buy a total package."** Example: many churches mail innovative outreach postcards to 5,000 or 10,000 homes in their communities (a good idea). Yet when a new prospect calls the church on Sunday morning for more information, the call goes to voice mail—the church office is closed on Sundays (a bad idea). Yikes!

CASE STUDY #7: Hilton Has a Heart! (or...Smoke Gets In Your Eyes!)

Tagline	Every Exception Is an Opportunity to Create a Raving Fan
Axiom	Bend the rules. Create a lifelong customer.
Horror Story	
Success Story	
To Do or To Delegate	
Book or Resource	<p>*Read John Pearson's book review: http://urgentink.typepad.com/my_weblog/2009/06/wired-to-care.html</p> <p><i>Wired to Care: How Companies Prosper When They Create Widespread Empathy</i> (Patnaik and Mortenson)</p>

*From the book review:

Issue No. 144 of *Your Weekly Staff Meeting* features a Top-10 book in the Customer Bucket—a sleeper that, I predict, will become a classic. The author writes, "More than one business leader has complained to me that their company is attracting smart and ambitious young people who lack any sort of gut sense for the work they do." And this reminder, check out my Management Buckets website with dozens of resources and downloadable worksheets for your staff meetings.

In Search of Empathy

I'm on the hunt for the 10 best books for each of the 20 buckets (critical competencies) that help all of us with leadership and management issues. This week I found a Top-10 book for my Customer Bucket. I'll tempt you with three stories on how "widespread empathy" (what's going on in other people's lives) will help you stay close to the customer.

Story #1: Eisner's Tiger Encounter. When Joe Rohde, a Disney Imagineer, wanted to convince Michael Eisner to open a safari-like experience for guests, he needed a way to get past the mantra "Disney doesn't do zoos." After making the pitch to CEO Eisner (still unimpressed), Rohde opened the doors of the executive suite to let in a 400-pound Bengal tiger. After experiencing this immense beast (bigger than his desk) up close, Eisner responded simply, "I see your point." Disney's Animal Kingdom was born.

Story #2: Eat More Jell-O. Author Dev Patnaik, founder and principal of Jump Associates, a growth strategy firm, was invited to meet with the senior leadership of Jell-O about their declining sales. "For several hours, we sat through presentation after presentation of depressing quantitative research that described the situation. At some point, I had to raise my hand. I looked around the room and asked if anyone there had eaten any Jell-O in the past six months. No one raised a hand. Interesting, I said. Maybe that was part of the problem."

Story #3: Mercedes-Benz. Twenty senior executives from Mercedes-Benz flew from Germany to San Francisco to meet with Patnaik to learn how their cars could appeal to younger Americans. To help them develop empathy for this customer niche, Patnaik assigned each team of two executives to a 20-something person. After 30 minutes of interviews, each team of two was given \$50 and a city map with an assignment: purchase a gift for the person they just met. Some teams blew it (San Francisco mementos for people who lived in San Francisco), but other teams were able to experience life in their customers' shoes and bought very meaningful gifts. Patnaik's point: "a great product has to function like a great gift."

The Big Idea. "...as companies grow larger and more prosperous," says Patnaik, "they start to look less and less like their customers. Airline executives stop flying economy class. The little tomato sauce company starts to attract Harvard MBAs who eat out all the time and never cook their own spaghetti. The lives of the people that the company employs become less and less like the lives of ordinary folks. Continued for too long, this gap can grow into an overwhelming gulf between the people inside of a company and everyone else."

After 50 pages of non-stop defining business stories, I knew this book was a keeper. After 100 pages, I couldn't stop reading the stories to my wife—a sign of a great book. (Sorry, Joanne.) It reminded me of the Tom Peters and Robert Waterman 1982 classic, *In Search of Excellence*. You could call this one, *In Search of Empathy*.

CASE STUDY #8: Mediation With Mickey

Tagline	No Win Can Be a Win
Axiom	When you take a bath on a customer—do an After Event Briefing. What did we learn?
Horror Story	
Success Story	
To Do or To Delegate	
Book or Resource	<ul style="list-style-type: none"> • Key question a customer may ask you in a dispute: “What did I do wrong?” • *Read John Pearson’s book review: Sales Autopsy: 50 Postmortems Reveal What Killed the Sale (and What Might Have Saved It) by Dan Seidman, www.SalesAutopsy.com

From the book review:

http://urgentink.typepad.com/my_weblog/2007/02/the_people_buck.html

Issue No. 24 of *Your Weekly Staff Meeting* focuses on your sales failures and what you can learn from them. Peter Drucker said, “Plans are only good intentions unless they immediately degenerate into hard work.” This week’s book and the bucket require hard work—but it’s worth it. Enjoy.

What Killed the Sale?

Halfway through a CEO Dialogue roundtable in Dallas 10 years ago, a ministry CEO, who listened more than he talked, made this astute observation of his colleagues. He drawled, “It seems to me, friends, that every CEO here today is selling and no one is buying!” His insight brought the selling to a complete stop—and, as I recall, several partnering initiatives emerged that day.

Most nonprofit and ministry leaders do not come from sales backgrounds. They have plenty of passion, but their sales strategies are learned on the job with considerable pain and embarrassment. Whether you’re selling to donors or members, or pitching products,

events or life transformation, you'll benefit immediately from Dan Seidman's hilarious book, *Sales Autopsy: 50 Postmortems Reveal What Killed the Sale (and What Might Have Saved It)*.

"Sometimes we just need to sell and shut up," cautions Seidman. He learned that after accidentally setting fire to the buffet table in a Hyatt ballroom filled with 3,000 potential customers! In another foot-in-mouth disaster, "I learned that all those sales books and tapes that tell you to promote yourself at every possible opportunity are sometimes wrong." Buy the book—it's fun and fantastic! (How's that for a low key pitch?)

Subscribe to Dan Seidman's free Sales Autopsy eNews and receive a PDF of the 10 funniest, most embarrassing sales moments of all time. www.SalesAutopsy.com

Your Weekly Staff Meeting Questions:

#1) Help me list on the flipchart today all the products, programs, events and donor opportunities we're selling to our customers.

#2. Now let's put on the flipchart any sales training we've experienced to prepare us to sell. Include books, tapes, workshops, mentoring, conferences, etc. Do we need more sales training?

Presented by Mike Pate:
CASE STUDY #9: Say Yes!

Tagline	Say Yes!
Axiom	“We will seek to say YES to our guests whenever feasible.”
Horror Story	
Success Story	
To Do or To Delegate	
Book or Resource	<p>Suggested resource from John Pearson: <i>Axiom: Powerful Leadership Proverbs</i>, by Bill Hybels This short book includes 78 axioms, with 1-2 page commentaries, such as:</p> <ul style="list-style-type: none"> • Hire Tens • Disagree Without Drawing Blood • Sweat the Small Stuff • Let’s Debrief (<i>perfect for camps!</i>) • The Tunnel of Chaos <p>Read John’s review: http://urgentink.typepad.com/my_weblog/2008/08/axiom.html</p>

Mike’s axiom is one of nine “work values” at Thousand Pines,
www.thousandpines.com.

- 1) Integrity
- 2) Safety
- 3) Attitude
- 4) Saying “Yes!”
- 5) Excellence
- 6) Teamwork
- 7) Initiative/Follow Through
- 8) Out-of-the-box Thinking
- 9) Fun

Email Mike Pate for more information at positivepate@thousandpines.com.

My Most Significant Take-away:

Visit: www.managementbuckets.com/pages/The_Buckets

Click on all 20 buckets to:

- Download Staff Meeting Worksheets
 - Review Bucket Resources
- Order recommended books for each bucket

To download today's PowerPoint:

www.managementbuckets.com/pages/CCCA2010

To download PowerPoints from the 2009 CCCA National Conference

www.managementbuckets.com/pages/CCCA2009