

RAILHOW

Creating a Successful Organization

Leadership Seminar

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November 2019

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Foreword

- This presentation is based on a 4.5 hours leadership seminar that was held at the Track Directorate of the Greek Railways Organization, on Saturday 17/10/2009 with the participation of 12 members of the Directorate.
- With the active involvement of the participants, we articulated the vision of the Directorate through very fruitful discussion.

*Kostas Tzanakakis
Director (2009)*

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Our target

This course aims

- to set the foundations for a successful Organizational Unit
 - to give some ideas for future executives to become successful in their business life and career
 - to contribute to the preparation of our executives for their future career as managers, as leaders
- After attending this course, you will be able to:
- Get to know how to act as leader, create a vision, inspire your team, mobilise your staff to give their best all the time.
 - Get to know how to build your team on a way that they feel and act like a punch.
 - Get to know how create an appropriate culture and team environment.
 - Get to know how to lead your team to achieve excellent - unusual results.



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Presentation Structure

Creating a Successful Organization

1 Make the "Impossible", possible

2 The Visionary Organizations

3 Building Our Vision

4 Implementing the Vision

5 People First (Developing our Staff)

Real Case: The vision of the "Track Directorate" of the Greek Railways Organization

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Transform Your Organization from Good to Great

1. Make the “impossible”, “possible”

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A real Case: Greece had won –unexpected- the 2004 European FOOTBALL Championship

The Greek national Football Team achieved perhaps the most astonishing thing in the history of international football

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Greece pulled off one of the biggest shocks in football history to beat Portugal in the Euro 2004 final.

(4 July 2004)

EURO 2004

Last Updated: Sunday, 4 July, 2004, 20:38 GMT 21:38 UK

[E-mail this to a friend](#)

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Greece win Euro 2004

[Virtual Replay](#): 3D animation of Charisteas' winning goal

By Phil McNulty
Chief football writer in Lisbon

Portugal 0-1 Greece

Greece pulled off one of the biggest shocks in football history to beat Portugal in the Euro 2004 final.

Angelos Charisteas scored from the Greeks' first corner after 57 minutes, heading in an Angelis Basinas cross.

And the Greek defence then stifled the hosts' flair in a tense second half, led by the inspired Traianos Dellas.

Portugal surged forwards and came close through Cristiano Ronaldo, Maniche, and Luis Figo but Greece goalkeeper Antonios Nikopolidis stood firm.



"We have given the Greek people a great pride which they will be able to carry with them for the rest of their lives"

Captain Theo Zagorakis



WHAT ARE THE LESSONS learnt from the success of the GREEK National football TEAM IN 2004?

Interview of Prof. Mpourantas, "Kathimerini" Newspaper

The aim is a “talented team” - not a sum of talents



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- In 2004, coach Otto Rehhagel led not only the Greek national football team in unexpected and historic achievement that filled Greece with national pride.
- At the same time, he gave management and leadership lessons, so managers of all hierarchical levels of organizations and Organizations can learn a lot by studying his case.

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The Case “Coach Otto Rehhagel”

- Rehhagel succeeded through his management and leadership to **transform a group of players into an efficient and highly competitive team** with clearly lower level of football skills and talents against other national teams
- Through the management and leadership he achieved **extraordinary results with ordinary players.**
- He **gave substance** to the entire effort, raised the self-esteem of the players and strengthened their self-confidence.
- He **knew the strengths and weaknesses** and the character of each one player and **utilized the full potential** of each one of them.
- He was **strict and at the same sensitive** to his players.

These features should characterize the behaviour of all executives if they wants to “win” their staff.

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Lessons learned from the case of the Greek National Team - 2004

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1. The executives have to act not only as managers but also must act as leaders

- Coach Rehhagel has not limited himself to the role of a coach but **acted as leader** (shaped the national team from the scratch, won the trust, respect and love of the players)
- He **inspired** the players and pulled the team by his **vision** into a "fairy-tale" as he said,
- He **mobilized** the players to **give their best** in each match.

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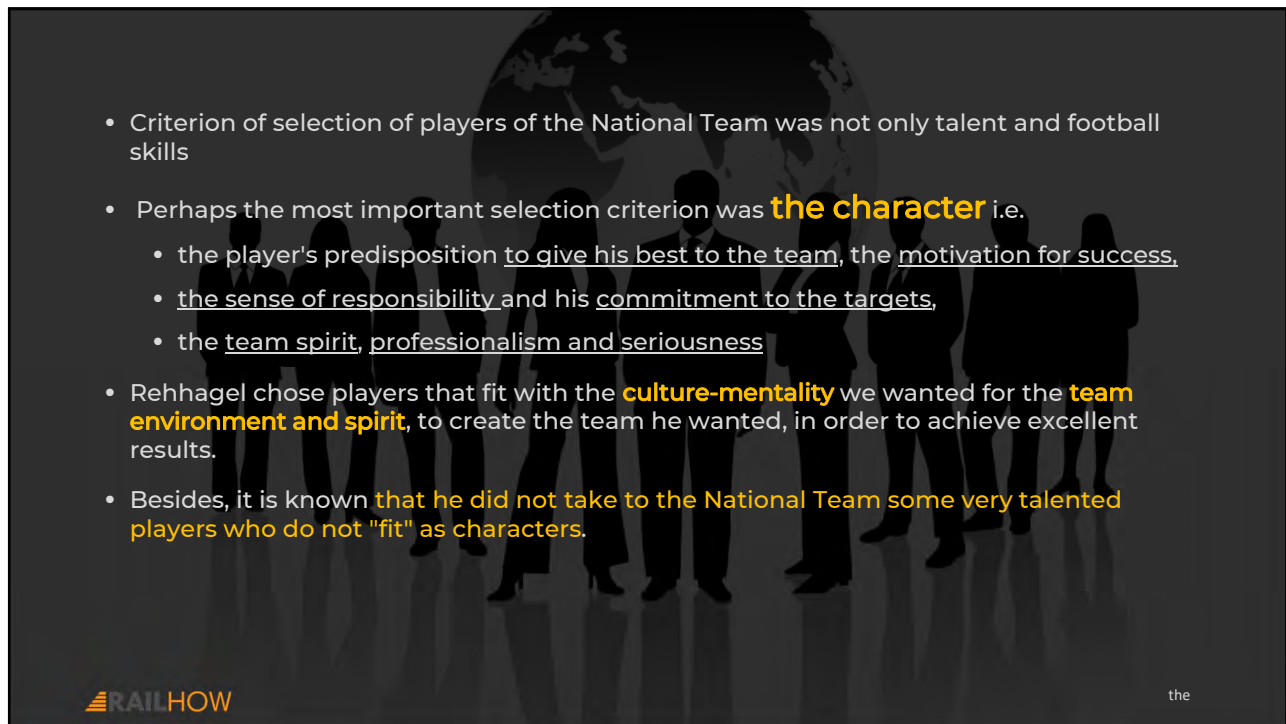
2. The creation of a team to act as a "punch"



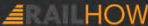
- Rehhagel built the team on a way that **players feel and act like a punch** (teamwork, support each other, mutual understanding, synchronization and coordination of the players on the playing field)
- Basically, the Greek team did not play with eleven but "more" players as **the team through good synergy becomes larger than the sum of its parts**



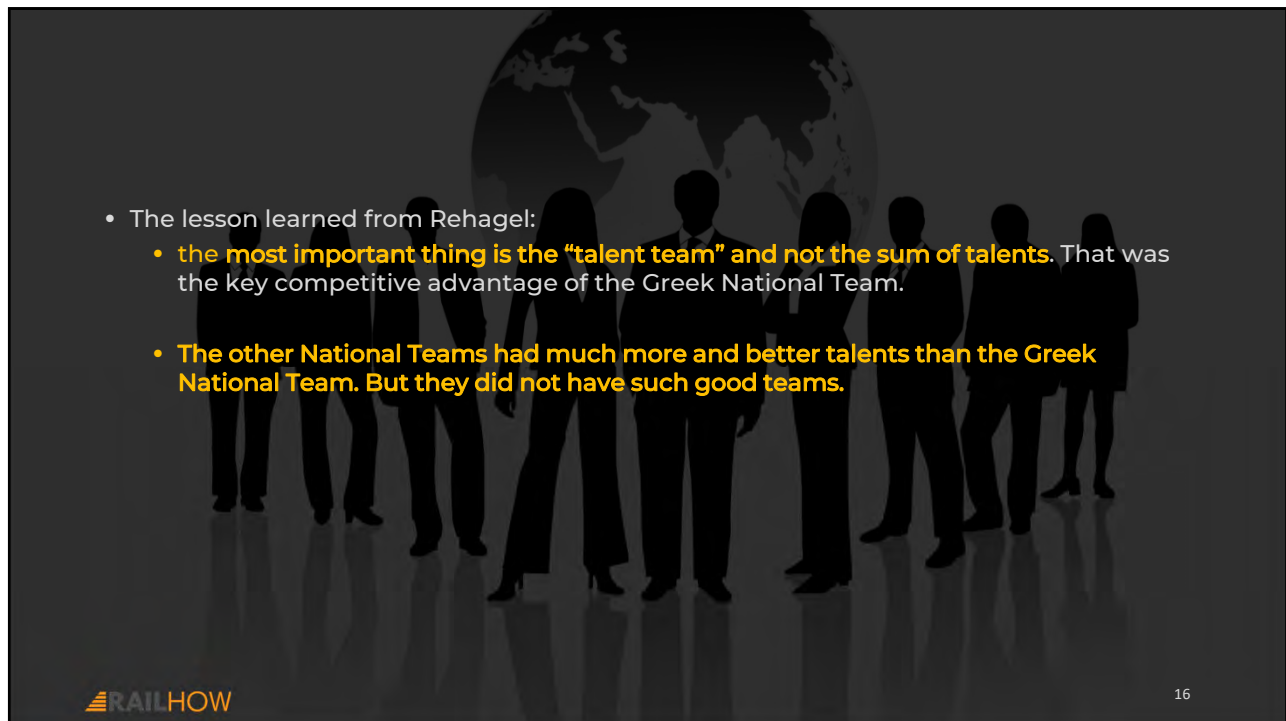
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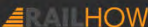
- Criterion of selection of players of the National Team was not only talent and football skills
- Perhaps the most important selection criterion was **the character** i.e.
 - the player's predisposition to give his best to the team, the motivation for success,
 - the sense of responsibility and his commitment to the targets,
 - the team spirit, professionalism and seriousness
- Rehhagel chose players that fit with the **culture-mentality** we wanted for the **team environment and spirit**, to create the team he wanted, in order to achieve excellent results.
- Besides, it is known **that he did not take to the National Team some very talented players who do not "fit" as characters.**

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- The lesson learned from Rehhagel:
 - **the most important thing is the "talent team" and not the sum of talents.** That was the key competitive advantage of the Greek National Team.
 - **The other National Teams had much more and better talents than the Greek National Team. But they did not have such good teams.**

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3. Creation of the appropriate culture and team environment

- Rehhagel as a leader did not only deal with the tangibles - training system, strategy, techniques etc. but at the same time he emphasized on intangibles and mainly culture- mentality and the team environment
- The players themselves said that Rehhagel "was making them feel good".

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- In relation to culture there are at least two very critical elements that business managers should pay attention:
 - The first concerns the **discipline culture.**
 - Rehhagel created a discipline culture, which was absolutely necessary because due to the emotional behaviour and spontaneity the Greeks, is not easy for them to obey to rules.
 - The second was the **team's focus on objectives and results.**
- Also, components of the culture he created was professionalism, severity and humility.

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4. Strategy and tactics

- Rehhagel **created a strategy and tactics** that have been implemented by the players successfully and with high precision.
- He analyzed the rival Teams; he **fully understood the strengths and weaknesses of the Greek National Team and the rival teams** and make the most of his team.
- The coping strategy of the talented and strong rival teams should be based on the **unique ability (core competence)** of the Greek team, that is the courage, the bravery, the mental reserves, the passion of the players.

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In summary....

All Executives who want to be good professionals as Rehhagel and **achieve excellent - unusual results through ordinary people** should:

1. **act as leaders**, to choose the right and remove the wrong people
2. **earn the trust** of their people and **inspire them through realistic visions**
3. **give substance and meaning** to the business life of their staff and to enhance their self-esteem
4. **support them** in order to exploit their full potential, to raise their self-confidence

Leader-
ship

Vision

Meaning

Support

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5. **focus on objectives and results**

6. plan and implement **effective** and **smart strategies**

7. and all with **a leadership behaviour** that considers at the same time

- interest and sensitivity to people,
- strictness,
- integrity,
- Courage and
- humility

Objectives and results

Strategies

Leadership behavior



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Building a Successful Organizational Unit

2. The visionary Organizations





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What are the Visionary Organizations?

What distinguishes the gold medallist from the silver one?



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Visionary Organizations

1. **3M**
2. American Express
3. **Boeing**
4. Citicorp
5. Ford
6. **General Electric**
7. **Hewlett-Packard**
8. **IBM**
9. **Johnson & Johnson**
10. Marriott
11. Merck
12. Motorola
13. Nordstrom
14. **Philip Morris**
15. Procter & Gamble
16. **Sony**
17. Wal-Mart
18. **Walt Disney**

Organizations for comparison

1. **Norton**
2. Wells Fargo
3. **McDonnell Douglas**
4. Chase Manhattan
5. GM
6. **Westinghouse**
7. **Texas Instruments**
8. **Burroughs**
9. **Bristol-Myers Squibb**
10. Howard Johnson
11. Pfizer
12. Zenith
13. Melville
14. **RJR Nabisco**
15. Colgate
16. **Kenwood**
17. Ames
18. **Columbia**

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- The creators of the visionary Organizations were highly persistent and lived with the motto **"never, never give up"**.
- The visionary Organizations **clearly know what they are, what they stand for and what they are trying to achieve**. So usually do not tolerate people who are reluctant to accept their strict standards or do not fit to those standards.
- The accession in those Organizations is like the accession to a closed group or caste. **If you not fit, better not to access this group**.
- If you are prepared to accept what the Organization stands for and devote yourself to them, then you will be very satisfied and productive.
- But if the opposite happens, you probably will feel odd, and finally you will exit.
- **One of two: you will be in or out, and it seems there is no intermediate status.**

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Examples

- Hewlett Packard - Bill Hewlett said in a speech to employees of the Organization:
The team of our engineers is kept more or less unchanged. This was done intentionally, not accidentally.
Before we hire an engineer, we tried to make sure that he would satisfy himself, he would work in a stable and safe environment with long-term perspectives within the Organization and that he would deal with the right projects.
If you think we have done well so far, wait two or three years when all the people of our laboratories will produce Then you will see what real progress!



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National City (one of the most successful banks in the United States)

- The Bank's CEO Stillman intention was to maintain the National City's position even after his death.
- So, he hired people who shared his own vision and entrepreneurial spirit, people who would build an organization. He would retire and leave them to govern the bank.

(Stillman was born in 1850 and died in 1918)

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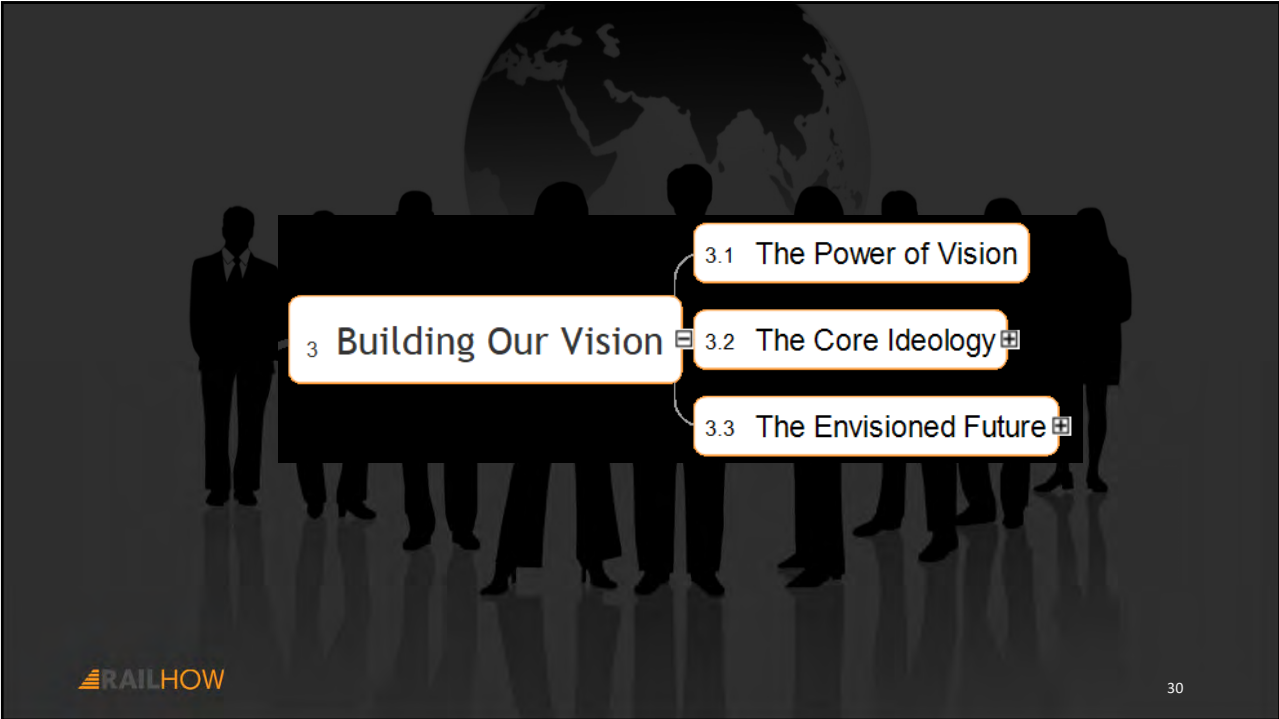
Discussion about our Organizational Unit

- Do we want to be a successful / visionary Organizational Unit?
- Do we clearly know
 - who we are,
 - what we stand for and
 - what we are trying to achieve?

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3.1 The power of the Vision

The vision is

- a **dream**,
- an **expectation**,
- a **philosophy**,
- a **hope** for a desired - better future

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Any good vision

- determines "what we stand for and why we exist", which does not change (**Core Ideology**) and
- shows "what we seek to become, to achieve, to create" the achievement of which requires significant change and progress (**envisioned future**)

Core Ideology

Envisioned Future

Core Values

Core Purpose

Mega Goals

Vivid Description

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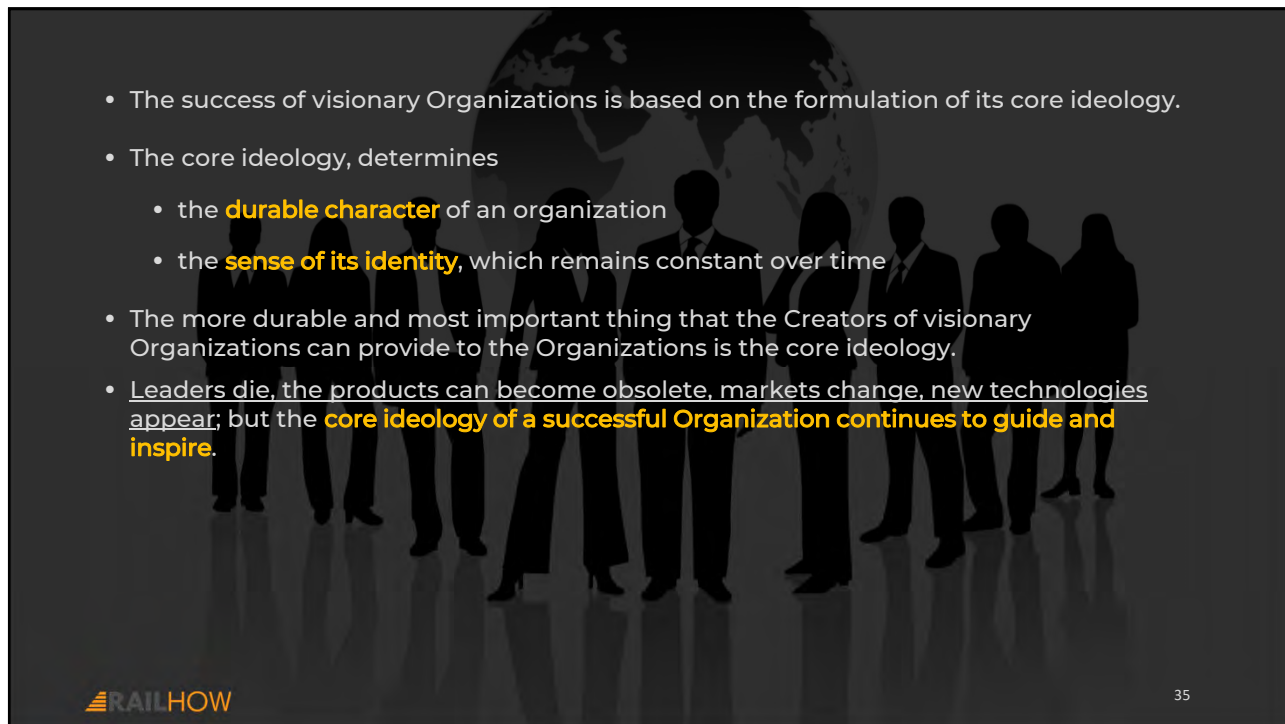
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3.2 The Core Ideology

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- The success of visionary Organizations is based on the formulation of its core ideology.
- The core ideology, determines
 - the **durable character** of an organization
 - the **sense of its identity**, which remains constant over time
- The more durable and most important thing that the Creators of visionary Organizations can provide to the Organizations is the core ideology.
- Leaders die, the products can become obsolete, markets change, new technologies appear; but the **core ideology of a successful Organization continues to guide and inspire.**



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3.2.1 Discovering Core Ideology



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Discovering Core Ideology

- You do not create or set core ideology. **You discover core ideology.** You do not assume it by looking at the external environment. You understand it by looking inside.
- Ideology has to be authentic. You cannot fake it. Discovering core ideology is not an intellectual exercise.
- Do not ask. What core values should we bold?
- Ask instead. **What core values do we truly and passionately hold? The core values and the core purpose should be supported with passion and heart,** otherwise they are not fundamental.

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- You cannot impose new core values or purpose on people.
- Find people who are predisposed to share your core values and purpose; attract and retain those people;
- **let those who do not share your core values go elsewhere.** Indeed, the process of articulating core ideology may cause some people to leave when they realize that they are not personally compatible with the organization's core.
- Welcome that outcome.

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- Once you are clear about the core ideology, you should **feel free to change absolutely anything** that is not part of it.
- From then on, whenever someone says something should not change because "it's part of our culture" or "we've always done it that way" or any such excuse, mention this simple rule: **If it's not core, it's up for change.**
- The strong version of the rule is, **If it's not core, change it!**

BUT

How to lead change when people say:

"that's the way we've always done things"?

Or

"It has always been done this way. Don't mess with what works".

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The banana experiment



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- Five monkeys were placed in a cage.
- Inside the middle of the cage was a ladder with a set of bananas at the top.



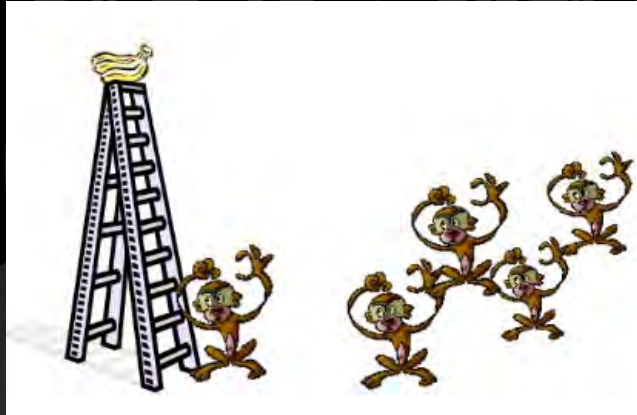
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- Every time a monkey went up to get the bananas, the other monkeys would get sprayed with cold water.



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- After a while, every time a monkey went up the ladder, the others beat up the one on the ladder



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- After some time, no monkey dare to go up the ladder regardless of the temptation



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- Scientists then decided to substitute one of the monkeys.
- The 1st thing this new monkey did was to go up to the ladder.
- Immediately the other monkeys beat him up.
- After several beatings, the new member learned not to climb the ladder even though never knew why.



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- A 2nd monkey was substituted and the same happened.
- The 1st monkey participated on the beating for the 2nd monkey.
- A 3rd monkey was changed and the same was repeated (beating).
- The 4th was substituted and beating was repeated and finally
- The 5th monkey was replaced.



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- What was left was a group of 5 monkeys that even though never received a cold shower, continued to beat up any monkey who attempted to climb the ladder.



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- If it was possible to ask the monkeys why they would beat up, all those who attempted to go up the ladder.....

I bet you, the answer would be

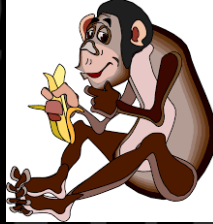
"I don't know – that's how are done around here"

- People sometimes do the same in the workplace.
- How many times have you heard *"It has always been done this way. Don't mess with what works."*
- Instead of challenging these assumptions, many of us, like the monkeys, simply keep reproducing what has been done before. It's the easiest thing to do.

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The banana experiment- Conclusion

We have to ask our self, why we continue to do what we are doing if there is a different way out here.



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Discussion – The banana experiment



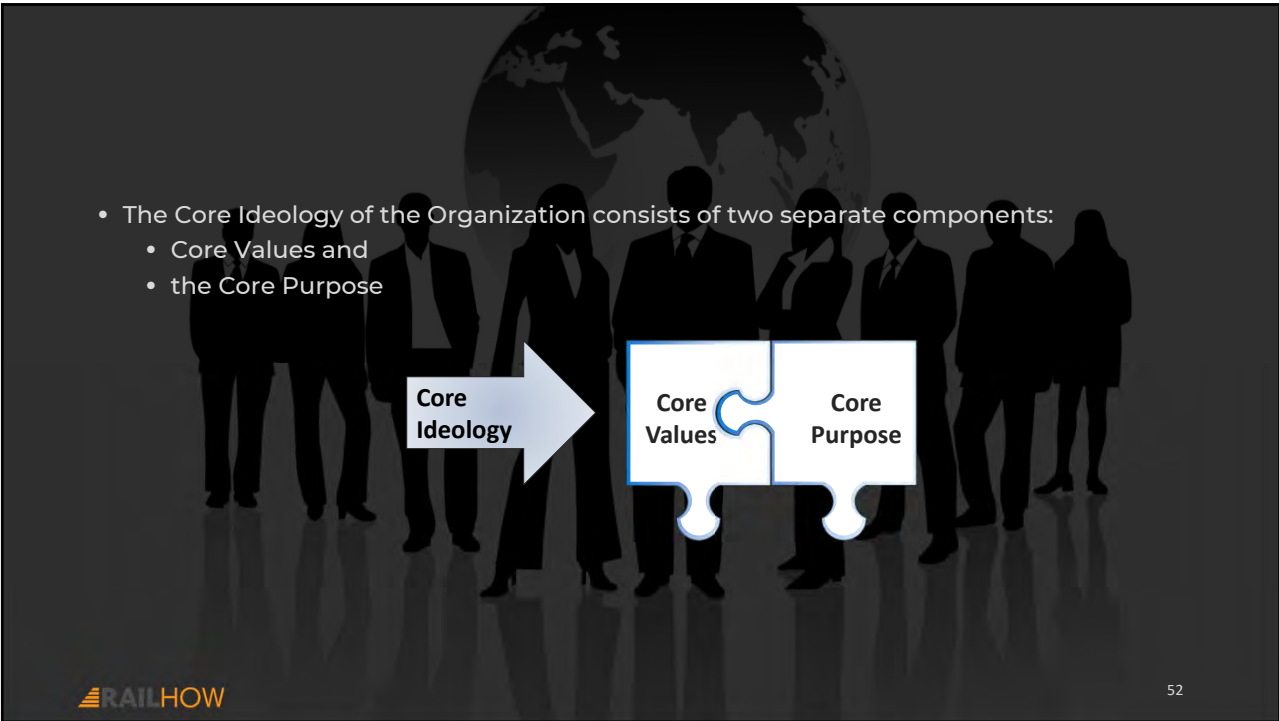
Does it sound familiar?
Are there similar cases in
your business life?

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3.2.2 The components of the Core Ideology

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- The Core Ideology of the Organization consists of two separate components:
 - Core Values and
 - the Core Purpose

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The Core Values

- The core values are the **essential and durable principles** of the organization - a small set of timeless guiding principles
- They have central value and importance for those within the organization
- The strategies of a visionary Organization can change as the market conditions are changing , **but the core values remain unchanged.**

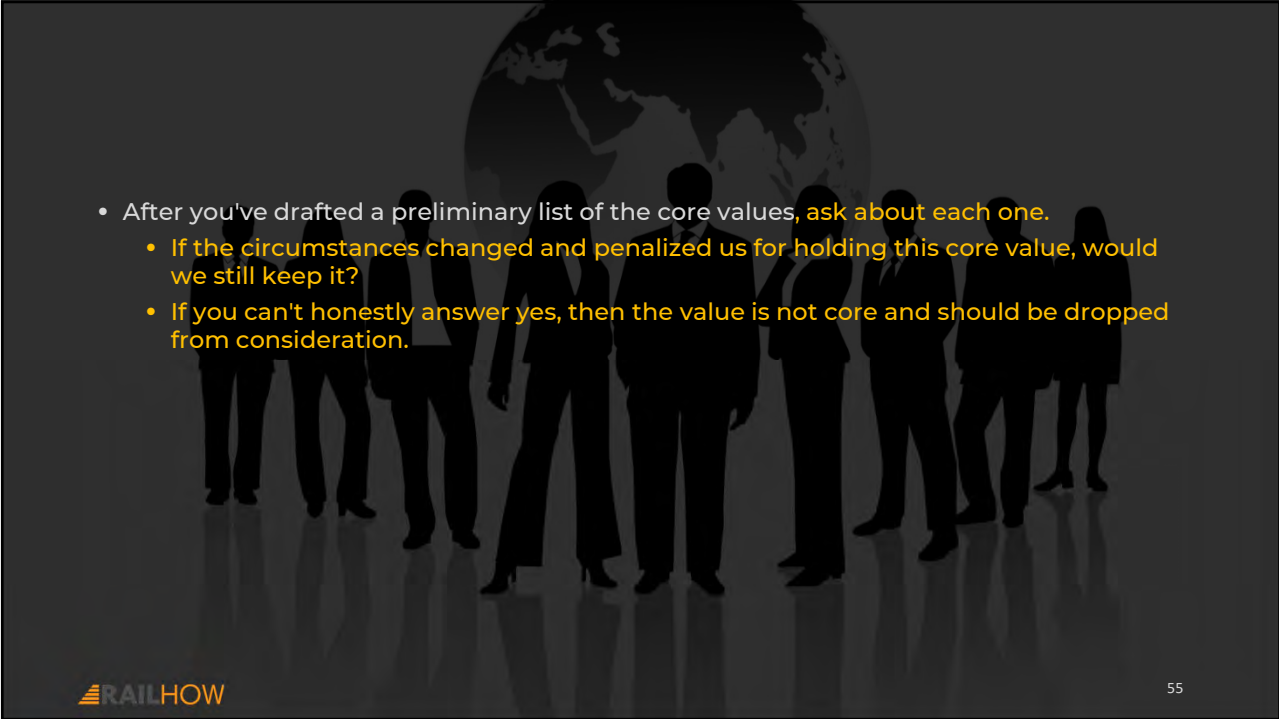


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Formulation / identification of the fundamental values of our Organization


- When you identify the core values of your Organization, try to **find the really fundamental one**
- If you formulate more than **five or six**, it is very likely that you do not locate the key / core values and that
 - You are confusing core values (not changing)
 - with operating practices, business strategies and cultural norms (which should be open to change)
- Remember that these values **must stand the test of time.**

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- After you've drafted a preliminary list of the core values, **ask about each one.**
 - **If the circumstances changed and penalized us for holding this core value, would we still keep it?**
 - **If you can't honestly answer yes, then the value is not core and should be dropped from consideration.**

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Example:

- 
- A high-technology Organization wondered whether it should put quality on its list of core values.
 - The CEO asked, "*Suppose in ten years quality doesn't make a hoot of difference in our markets. Suppose the only thing that matters is speed and horsepower but not quality. Would we still want to put quality on our list of core values?*"
 - The members of the management team looked around at one another and finally said **NO.**
 - Quality stayed in the strategy of the Organization, and quality-improvement programs remained in place as a mechanism for stimulating progress; but quality did not make the list of core values.

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The same group of executives then wrestled with leading-edge innovation as a core value.

- The CEO asked, "Would we keep innovation on the list as a core value, no matter how the world around us changed?"
- This time, the management team gave a resounding **YES**.
- The managers' outlook might be summarized as, "We always want to do leading edge innovation. That's who we are. It's really important to us and always will be. No matter what. And if our current markets don't value it, we will find markets that do."
- **Leading-edge innovation went on the list and will stay there.**

A Organization should not change its core values in response to market changes,- rather, it should change markets, if necessary, to remain true to its core values.

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Articulating the core Values – The Mission to Mars

- Imagine that you've been asked to re-create the very best attributes of your organization on another planet but you have seats on the rocket ship for only five to seven people.
- Whom should you send? Most likely, you'll choose the people who
 - have a good understanding of your core values,
 - the highest level of credibility with their peers, and
 - the highest levels of competence.



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People involved in articulating the core values need to answer several questions:

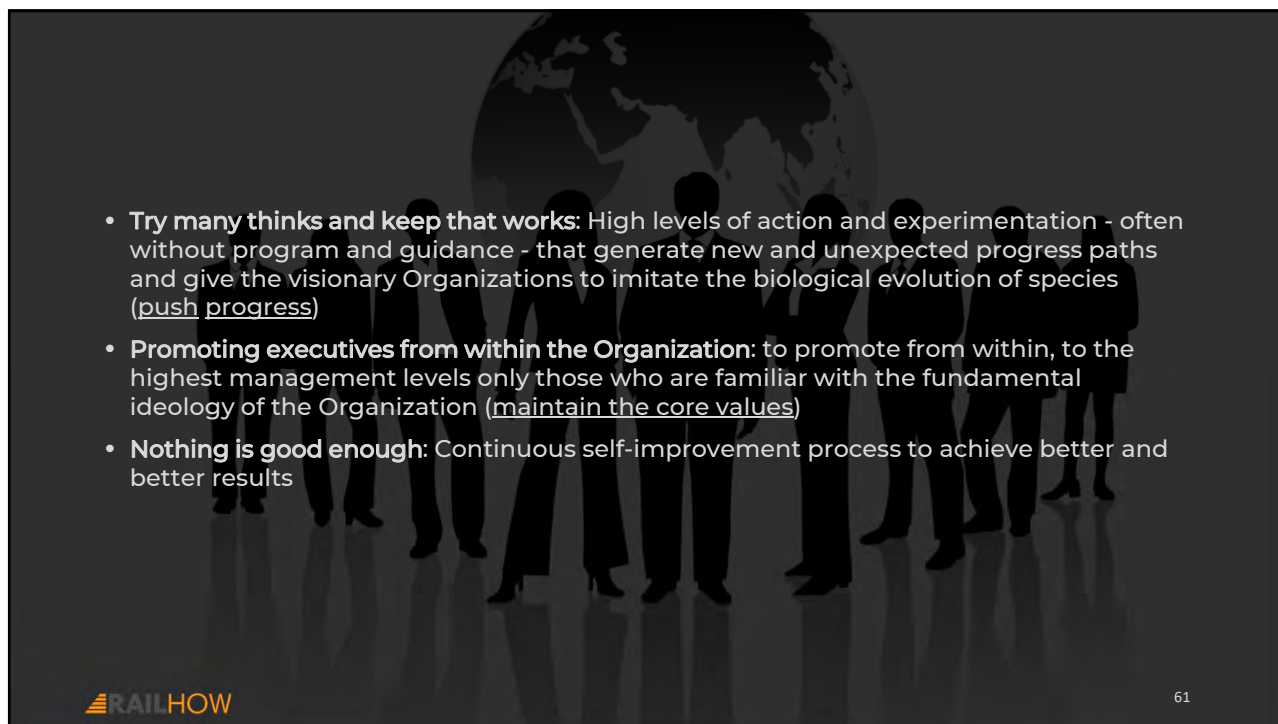
- What core values are so fundamental that you would hold them regardless of whether or not they were rewarded?
- Can you envision them being as valid for you 100 years from now as they are today?
- Would you want to hold those core values, even if at some point one or more of them became a competitive disadvantage?

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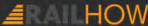
Retaining the Core Values

- **Mega Goals:** Commitment to challenging, audacious - and often risky - objectives to which the efforts of the visionary Organization are guided (push progress)
- **Culture:** Excellent working environment only for those who are accepting the core ideology. Those who do not fit with it we be removed (maintain the fundamental values)

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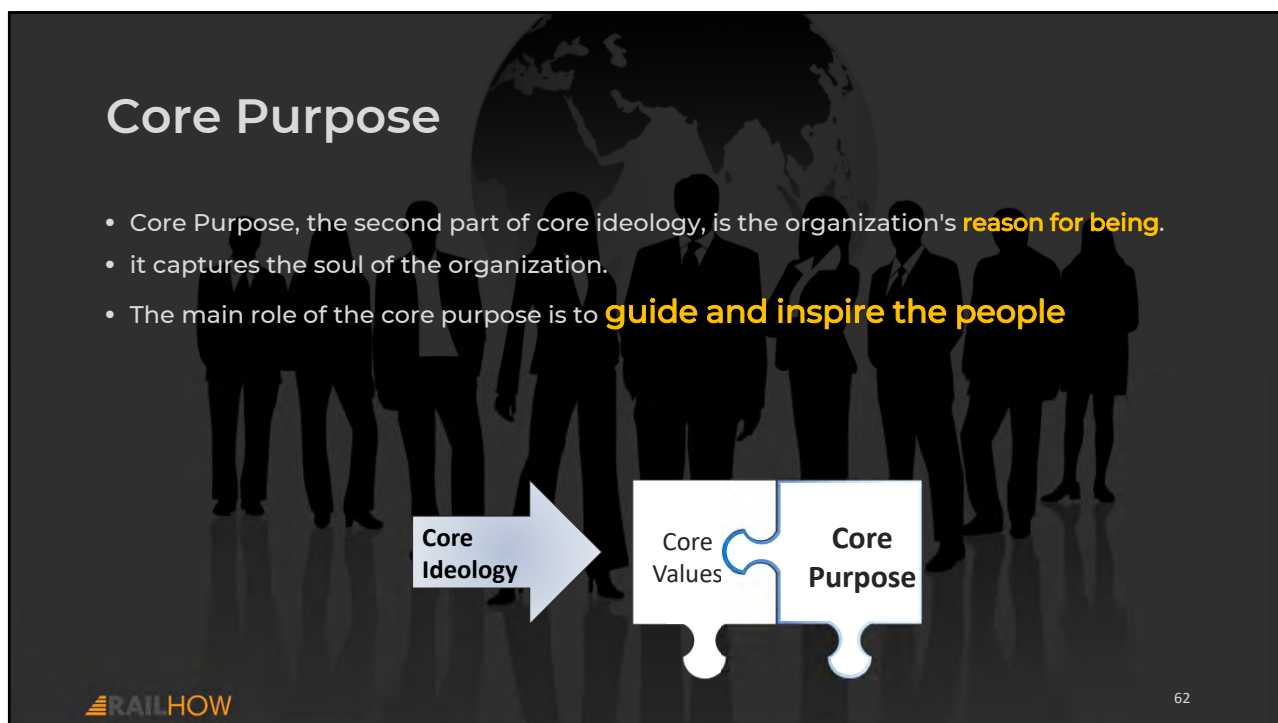


- **Try many thinks and keep that works:** High levels of action and experimentation - often without program and guidance - that generate new and unexpected progress paths and give the visionary Organizations to imitate the biological evolution of species (push progress)
- **Promoting executives from within the Organization:** to promote from within, to the highest management levels only those who are familiar with the fundamental ideology of the Organization (maintain the core values)
- **Nothing is good enough:** Continuous self-improvement process to achieve better and better results

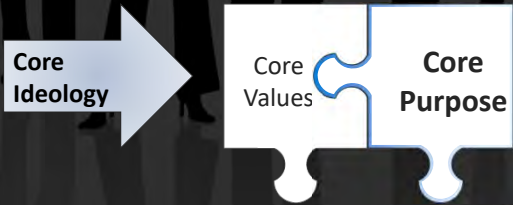
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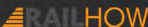
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Core Purpose



- Core Purpose, the second part of core ideology, is the organization's **reason for being**.
- it captures the soul of the organization.
- The main role of the core purpose is to **guide and inspire the people**



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- You can achieve a goal or complete a strategy, but it is not possible to fully fulfil a purpose. it is like a guiding star on the horizon- followed but never reached.
- The fact that purpose can never be fully realized means that **an organization can never stop stimulating change and progress.**

Although purpose itself does not change, it does inspire change

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Examples of Core Purposes (Organization’s Reason for Being)

3M	<p>To solve unsolved problems innovatively.</p> <p>3M defines its purpose not in terms of adhesives and abrasives but as the perpetual quest to solve unsolved problems innovatively-a purpose that is always leading 3M into new fields.</p>
Hewlett-Packard	<p>To make technical contributions for the advancement and welfare of humanity.</p> <p>Hewlett- Packard doesn't exist to make electronic test and measurement equipment but to make technical contributions that improve people's lives - a purpose that has led the Organization far afield from its origins in electronic instruments.</p>

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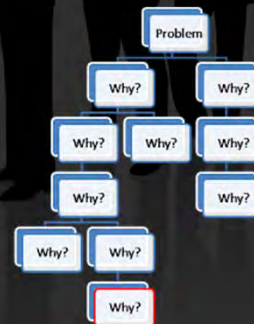
Examples of Core Purposes (Organization's Reason for Being)

McKinsey & Organization	To help leading corporations and governments be more successful
Merck	To preserve and improve human life
Walt Disney	To make people happy
Sony	To experience the joy of advancing and applying technology for the benefit of the public

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The Method “Five Whys” for getting the Core Purpose

- Start with the descriptive statement “We make X products or we deliver X services”,
- ask five times “Why is that important?”
- After a few whys, you'll find that you're getting down to the fundamental purpose of the organization.
- The five whys can help Organizations in any industry frame their work in a more meaningful way.



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Discussion about the Core Purpose of our Organization Unit (The Method "Five Whys")



- What services is offering our Organization Unit?
 -
 - 1. "Why is it important"
 - Because
 - 2. "Why is it important"
 - Because
 - 3. "Why is it important"
 - Because
 - 4. "Why is it important"
 - Because
 - 5. "Why is it important"
 - Because



Our Core Purpose is

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3.3 The Envisioned Future



"Never let the present determine the future», Jack Welch

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As we discussed, any good vision

- determines "what we stand for and why we exist", which does not change (**Core ideology**) and
- shows "what we seek to become, to achieve, to create" the achievement of which requires significant change and progress (**desired future**) [see next]

Core Ideology

Envisioned Future

Core Values

Core Purpose

Mega Goals

Vivid Description

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- Continuous success requires strategies that **focus to the future.**
- Organizations that focus to the future are those that do **not adapt to changes, but they create them.**
- They are capturing a desired future and make it happen

Core Ideology

Envisioned Future

Core Values

Core Purpose

Mega Goals

Vivid Description

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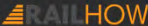
The *envisioned future* consists of two parts:

- a 10-to-30-year **mega goal** plus
- **vivid descriptions** of what it will be like to achieve the goal.

Envisioned Future

Mega Goals

Vivid Description

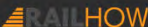


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Example: The moon mission

- President John Kennedy, said in 1961: "*The man at the end of the decade will set foot on the moon,*" and made it happen.
- When Kennedy described the "desired future", nobody believed that -as per NASA technical know how at that time- a human could reach to the moon, before passing 50 years.
- **President Kennedy, thought of a "desirable future" and made it happen.**
- He adapted the "**present status**" of NASA to the "**desired future**"



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Mega Goals

"Far better it is to dare enormous things, to win glorious triumphs, even though checkered by failure, than to rank with those poor spirits who neither enjoy much nor suffer much, because they live in that grey twilight that knows neither victory nor defeat" (Theodore Roosevelt, 1899)

- Setting a mega goal on horizon of 10-30 years, requires thinking capabilities beyond the **current capabilities** of the organization
- Setting up such a mega goal requires the executives to **develop vision** and **not just strategic or tactical skills**
- The mega goal should not be "a sure betting" - the likelihood of success should not exceed 50% to 70% - but the organization must believe that "we succeed anyway".
- It will require **enormous effort** and possibly some luck.

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- Beware of the **syndrome of “we reached the goal”**- the lethargy following when an organization achieves its mega goal and not defines another mega goal to replace it.
- Example:
 - NASA has suffered from the syndrome “we got to target "after successful landings on the moon; when you step on the moon, what else can you do?
 - Apple Computer suffered from the "we arrived at the target syndrome" when it achieved its goal to create a computer that could be used by anybody not familiar with the technology.
- The future we envision only helps the Organization as far as has not yet become a reality

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The syndrome of “we reached the goal“: The Boiling Frog Story

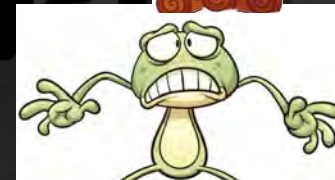
The boiling frog story is often used as a metaphor for the inability of people or Organizations to react to significant changes that occur gradually or to events which have become commonplace.

Life is full of change



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- it is about a frog that rests easy in a pot of water that is warmed slowly. The frog still did not try to jump out of the vessel, instead just stayed in it.
- As the temperature of the water started to rise, the frog managed to adjust its body temperature accordingly.
- As the water started to reach the boiling point, the frog was no longer able to keep up and manage its body temperature according to the water temperature.
- The frog tried to jump out of the vessel but with water temperature reaching its boiling point, the frog was not able to bear it and couldn't make it.



- What was the reason that a frog couldn't make it? Will you blame the hot water for it?
- Moral:
 - The frog couldn't make it due to its own inability to decide when it had to jump out.
 - We all need to adjust according to the situations but there are times when we need to face the situation and take the appropriate action when we have the strength to do so before it's too late.



Discussion – The Boiling Frog Story



Does it sounds familiar?
Are there similar cases in
your business life?



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3.2.2 Vivid Description

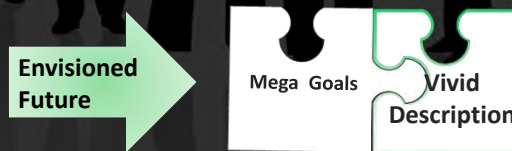


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Vivid Description

- An envisioned future needs what we call vivid description - that is, **a vibrant, engaging, and specific description of what it will be like** to achieve the mega goal.
- Think of it as **translating the vision from words into pictures**, of creating an image that people can carry around in their heads.
- It is a question of painting a picture with your words. Picture painting is essential for making the 10-to-30- year mega goal tangible in people's minds.



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Example 1:

Henry Ford brought to life the goal of democratizing the automobile with this vivid description:

"I will build a motor car for the great multitude.... It will be so low in price that no man making a good salary will be unable to own one and enjoy with his family the blessing of hours of pleasure in God's great open spaces.... When I'm through, everybody will be able to afford one, and everyone will have one. The horse will have disappeared from our highways, the automobile will be taken for granted...[and we will] give a large number of men employment at good wages."

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Example 2:

- The components-support division of a computer products Organization had a general manager who was able to describe vividly the goal of becoming one of the most sought-after divisions in the Organization:
- *"We will be respected and admired by our peers.... Our solutions will be actively sought by the end product divisions, who will achieve significant product 'hits' in the marketplace largely because of our technical contribution.... We will have pride in ourselves.... The best up-and-coming people in the Organization will seek to work in our division.... People will give unsolicited feedback that they love what they are doing.... [Our own] people will walk on the balls of their feet.... [They] will willingly work hard because they want to.... Both employees and customers will feel that our division has contributed to their life in a positive way."*

Subtitle text

4. Implementing our Vision



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As we discussed, every good vision

- determines "what we stand for and why we exist", which does not change (**core ideology**) and
- Defines "what we aspire to become, to achieve, to create" the achievement of which requires significant change and progress (**desired future**)
- defines "**mega goals**" on a horizon of 10-30 years
- gives **vivid descriptions** of the picture that will result for the organizational unit when we implement this picture

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4.1 The Communication of our Vision

- The **communication of the vision**, in order to be adopted by the people, is a key responsibility of the Head of the organizational Unit, the Leader.
- Communication certainly need to be interpersonal, between the leader and each colleague work individually, but also with all colleagues together as a team.
- The **acceptance and ownership of the vision** requires that communication will be with enthusiasm and from the Leader, and in a way that his colleagues will be convinced that he believes and sincerely is committed to it.

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4.2 Connecting the vision with our day life

- Connecting the vision with the day life means that **the objectives, strategies, values, decisions, attitudes of all managers, the performances are associated with the vision** and are part of the course for its implementation.
- The leader needs to constantly care for this connection, through his decisions and his behavior, in order **the vision to be considered by his colleagues as realistic, gives meaning, inspiring them and guide them to give their own best every day**. Otherwise, the vision will have no sense or will reflect the leader arrogance and of course the vision will not be accepted.

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Example: Stoneworkers cutting stones

- There are two stoneworkers cutting stones, for a mosque to be built.
- The first seemed unhappy at his job and was frequently looking at his watch. He works quite lazily and with minimal productivity. He feels as sentenced to forced labor.
- The other stoneworker gives his best to cut the stone. He is working with enthusiasm, and of course his productivity is a much higher than the first stone worker.



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- A man came across those stoneworkers. He was impressed by the different mood. He decides to ask them about what is happening.
- So he asks the first stoneworker: «my dear friend what is it that you are doing?”. The man continued his work and grumbled, “**I am cutting stones.**”
- When he reached the second worker, he once again asked the original question. This time the worker paused, and he replied, “I am a stoneworker and **I am building a theatre.**” He continued, “I have journeyed many miles to be part of the team that is constructing this magnificent mosque.

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- All two workers were doing the same job. Each had a different vision of its purpose, and each had a different level of commitment.
- Nobody likes to cut stones, except if “cutting stones” means “I am building a theater”, and so gives meaning and motivates, creates enthusiasm and passion.

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Cases of Visions of successful Organizations

Two examples of the combination of all the elements for a comprehensive vision:

- **Merck** In the 1930s, during the transformation period from a chemical manufacturer into one of the preeminent drug-making Organizations in the world.
- **Sony**, in the 1950s, as a small Organization.


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Merck (in the 30's)		
Core Ideology	Core Values	<ul style="list-style-type: none"> • Corporate social responsibility • Clear excellence in all aspects of the Organization • Science-based innovation • Honesty and integrity • Profit, but profit from work that benefits Humanity
	Core Purpose	<ul style="list-style-type: none"> • To solve unsolved problems innovatively • Preserve and improve human life
Envisioned Future	Mega Target	<ul style="list-style-type: none"> • Transform itself from a chemical manufacturer into one of the preeminent drug-making Organizations in the world, with a research capability to rival any major university.
	Vivid Description	<ul style="list-style-type: none"> • With the tools we provide, science will progress, knowledge will increase and human life will still released more from pain and disease ... We commit to give all our power to this effort.

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Sony (in the 50's)		
Core Ideology	Core Values	<ul style="list-style-type: none"> • Elevation of the Japanese culture and national status • Being a pioneer - not following others; doing the impossible • Encouraging individual ability and creativity
	Core Purpose	<ul style="list-style-type: none"> • To experience the joy of advancing and applying technology for the benefit of the public

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Envisioned Future	Mega Target	<ul style="list-style-type: none"> Became the Organization most known for changing the worldwide poor-quality image of Japanese products
	Vivid Description	<ul style="list-style-type: none"> We will create products that become pervasive around the world.... We will be the first Japanese Organization to go into the U.S. market and distribute directly.... We will succeed with innovations that U.S. Organizations have failed at - such as the transistor radio.... Fifty years from now, our brand name will be as well known as any in the world. ..and will signify innovation and quality that rival the most innovative Organizations anywhere.... "Made in Japan" will mean something fine, not something shoddy.

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Developing our People

5. PEOPLE first



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The "right" People

- Lasting success is not guaranteed with "talents" or "stars", but with the **right people** who, acting in an appropriate organizational environment can achieve unusual - great results.
- So, what is most important is the "**talent Organization**" and not the "talented people".
- A "talent Organization" will make all **employees to give 100% of their potential**. Spectacular example is the Greek National Football Team 2004.
- There are two fundamental questions:
 1. **who are the right people** for your Organization and **how can they be attracted**;
 2. how the Organization can utilize their full potential and make them to **achieve excellent performance**;

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Who are the right people?

"If an Organization has people who need someone else to motivate them, then he has the wrong people" (J. Collins)

Great vision without great people is irrelevant." (J. Collins)

- The most important aspect of the concept of the right people is that **they fit to the culture, the core ideology and in general "the character", the "heart and soul" of the organization.**
- This matching, is not so much related to professional knowledge, skills and expertise. Mainly it is related to the **"character"** of the employee in relation to the aforementioned elements of the Organization.

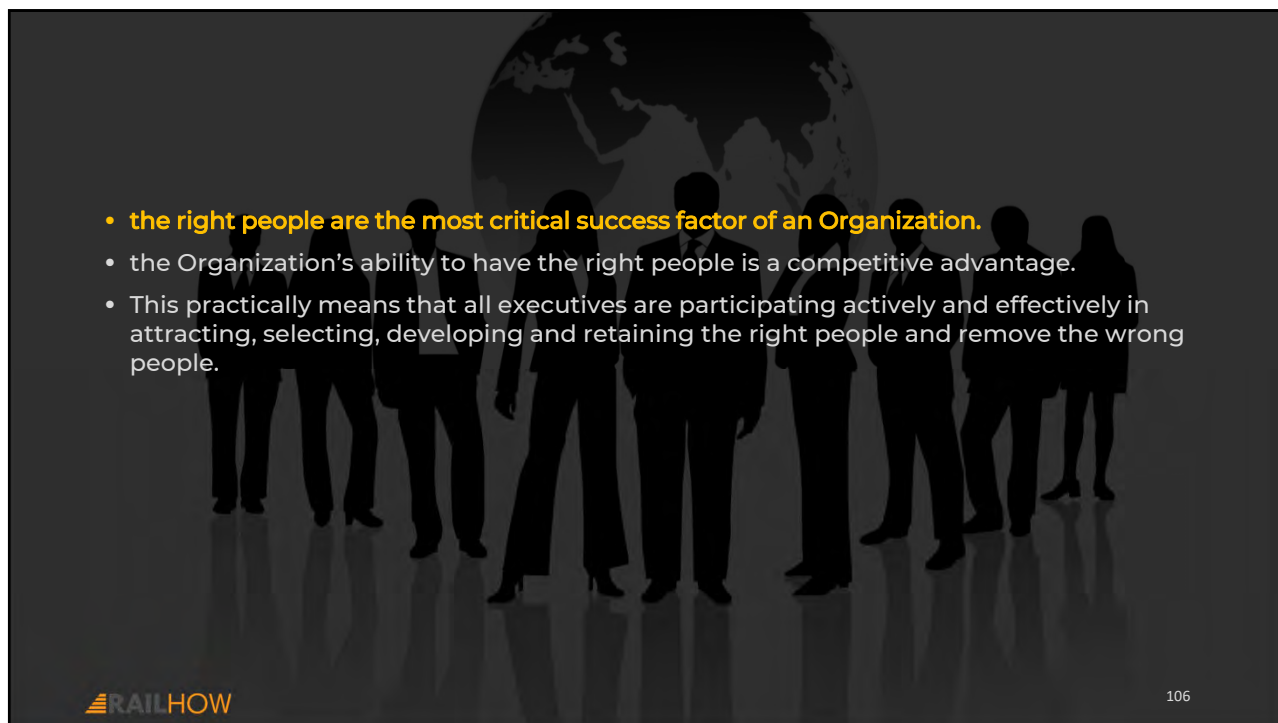
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- Matching the character of the employee with the "character" of the Organization is far more important element of his professional knowledge and other skills.
- Indeed, the **knowledge and skills can be developed but the character and attitudes of the employees are very hard to change.**
- An employee with the right character is much more difficult to be found than people with certain required skills.

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First Who... Then What

- Generally is expected that good-to-great leaders would begin by setting a new vision and strategy.
- Research found instead that they **first got the right people** on the bus, the wrong people off the bus, and the right **people in the right seats**-and then they figured out where to drive it.
- The old adage "People are your most important asset" turns out to be wrong.
- **People are not your most important asset. THE RIGHT PEOPLE ARE.**

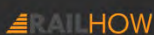
Source: J. Collins, "Good to Great"




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Employee Engagement

- Experience shows that the "right - excellent" people financial rewards are not the most important
- For them much more valuable elements are
 - the culture of the organization,
 - effective organization and management,
 - the working climate,
 - the environment of trust,
 - the interesting and challenging work,
 - the continuing education and personal development opportunities,
 - opportunities for professional development - career,
 - the sense of participation,
 - the recognition of their contribution,
 - respect,
 - Be proud to work and feeling that they belong to a great Organization



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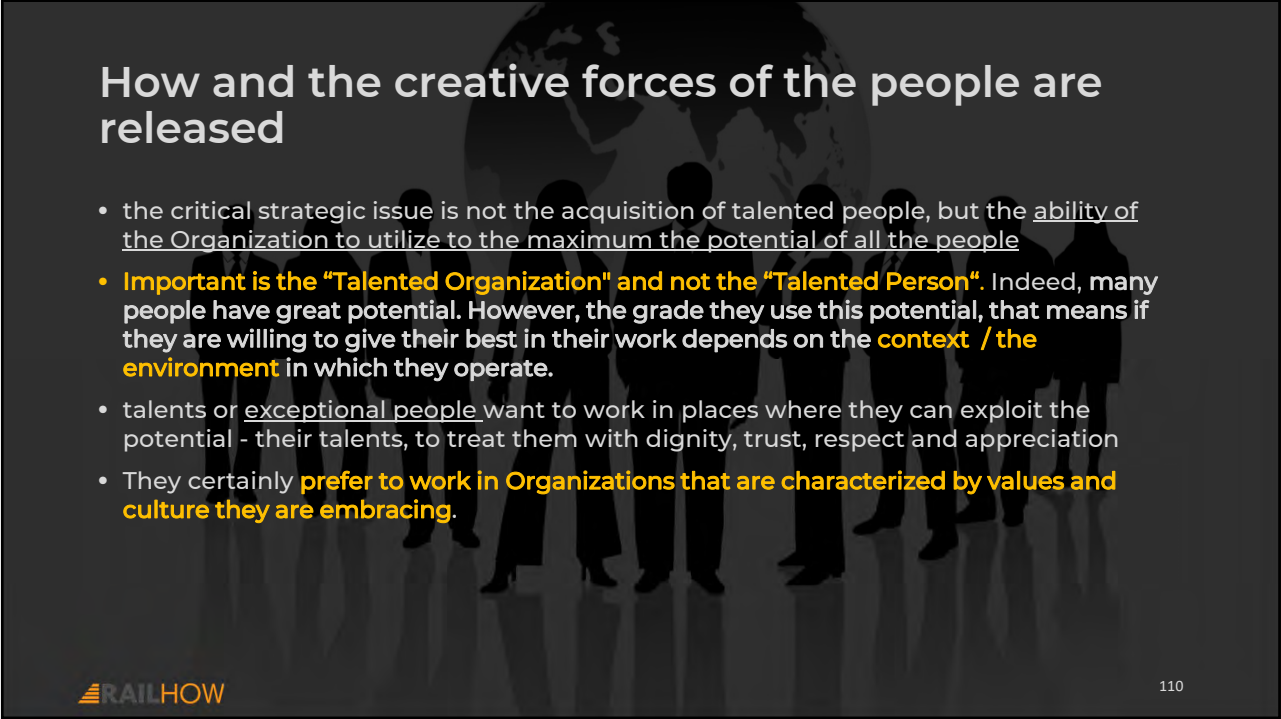


Example:

The study by McKinsey, "The war of talents", among other things, questioned a large number of executives about **what makes them choose to stay or leave a Organization.**

- Of the 200 executives answered,
 - 58% report as absolutely key element of the values and culture
 - 56% mention the freedom and autonomy of thought and action
 - 38% report the exciting challenges at work
 - 23% reported total (financial) compensation

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How and the creative forces of the people are released

- the critical strategic issue is not the acquisition of talented people, but the ability of the Organization to utilize to the maximum the potential of all the people
- **Important is the "Talented Organization" and not the "Talented Person".** Indeed, many people have great potential. However, the grade they use this potential, that means if they are willing to give their best in their work depends on the **context / the environment** in which they operate.
- talents or exceptional people want to work in places where they can exploit the potential - their talents, to treat them with dignity, trust, respect and appreciation
- They certainly **prefer to work in Organizations that are characterized by values and culture they are embracing.**

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Kolkata – Fontainebleau Environment



Kolkata Environment



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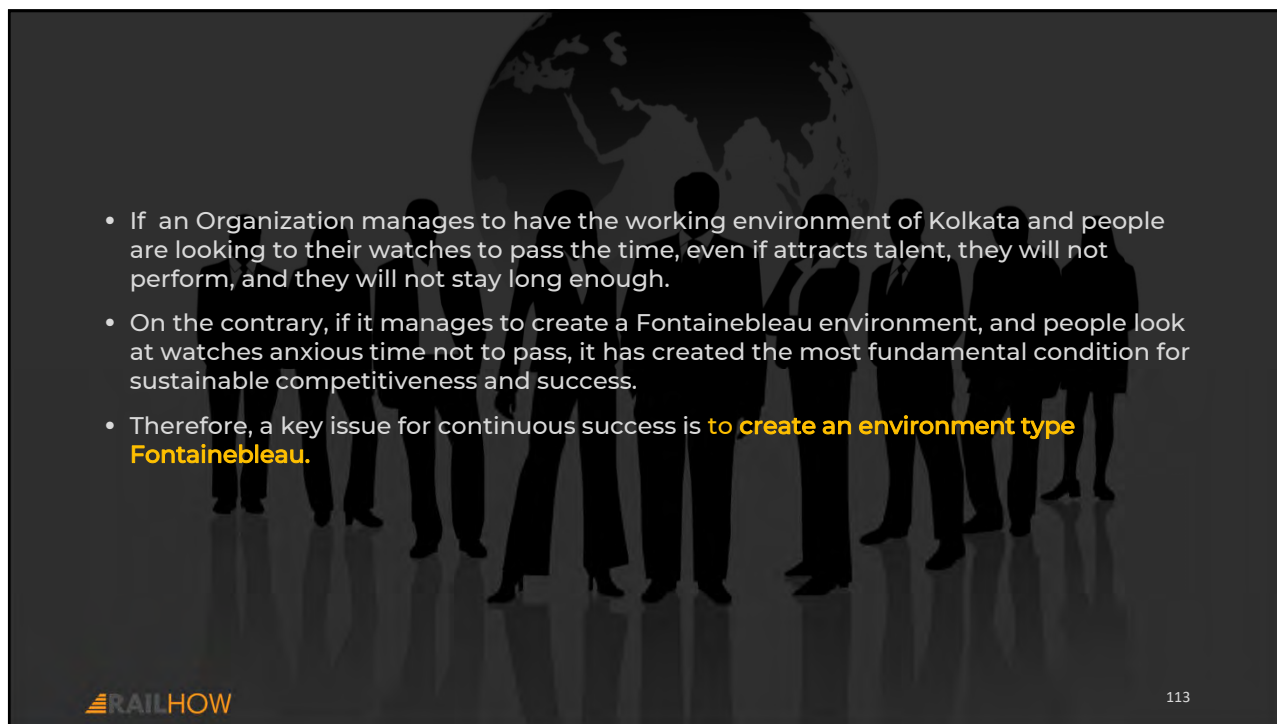
Fontainebleau Environment



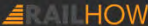
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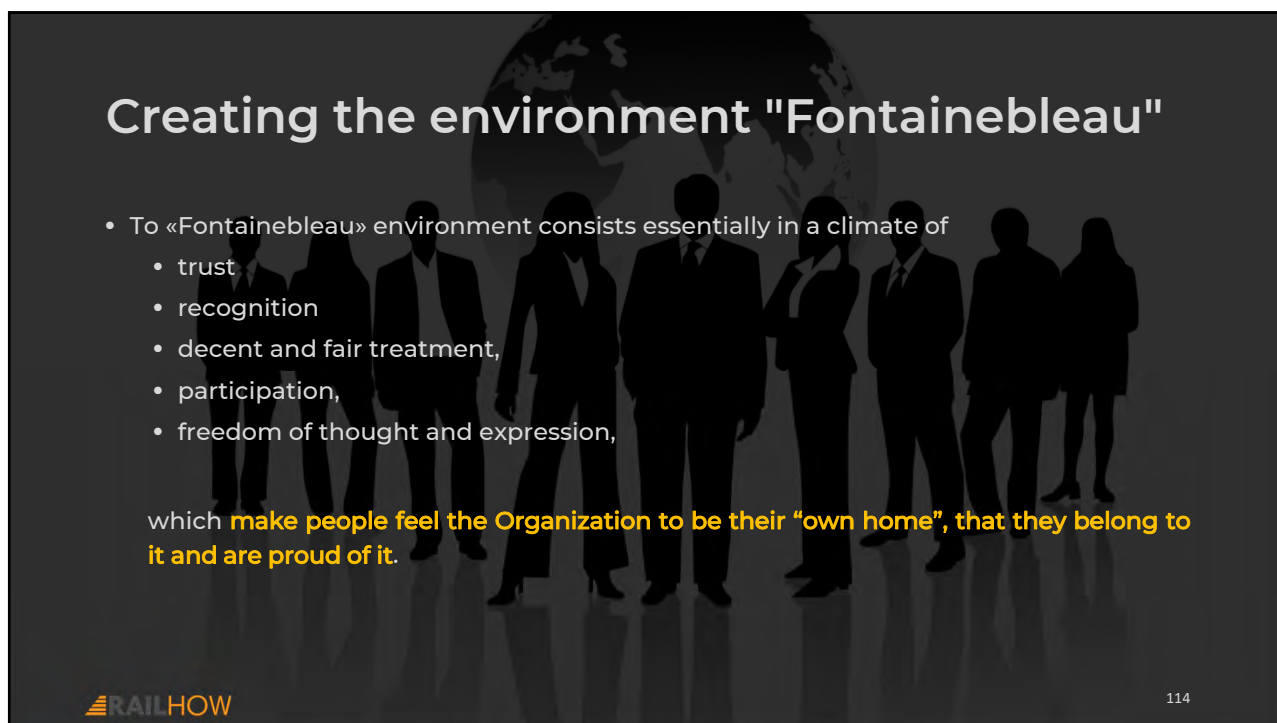


- If an Organization manages to have the working environment of Kolkata and people are looking to their watches to pass the time, even if attracts talent, they will not perform, and they will not stay long enough.
- On the contrary, if it manages to create a Fontainebleau environment, and people look at watches anxious time not to pass, it has created the most fundamental condition for sustainable competitiveness and success.
- Therefore, a key issue for continuous success is **to create an environment type Fontainebleau.**

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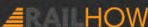
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Creating the environment "Fontainebleau"



- To «Fontainebleau» environment consists essentially in a climate of
 - trust
 - recognition
 - decent and fair treatment,
 - participation,
 - freedom of thought and expression,

which **make people feel the Organization to be their "own home", that they belong to it and are proud of it.**

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- 
- Make people feel
 - commitment and responsibility,
 - high satisfaction, recognition and feeling of success,
 - can find meaning in their work and are so willing to innovate,
 - to learn, to create, to take responsibility and initiatives,
 - to cooperate
 - target high goals and
 - They can do the “**right things on the right way**”.

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Summarizing ...

1. The **right people are the rare strategic resource** in today's conditions that require flexibility, creativity, entrepreneurship, innovation, initiative, continuous learning and change.
2. The **right people are not the talented people**. They are who beyond the knowledge and ability, have a **character that fits with the culture of the Organization** and mainly have the strong drive to be good professionals and achieve the maximum possible performance as individuals but also as teams.
3. The Organization should **create an environment (Fontainebleau)**, which attracts and retains the right people, which releases, develops and utilize their potential.
 - Such an environment requires appropriate policies and recruitment system, assessment, training and development, rewards, incentives and internal communication.
 - It also requires the appropriate culture and leadership behavior of the managers at all hierarchical levels.

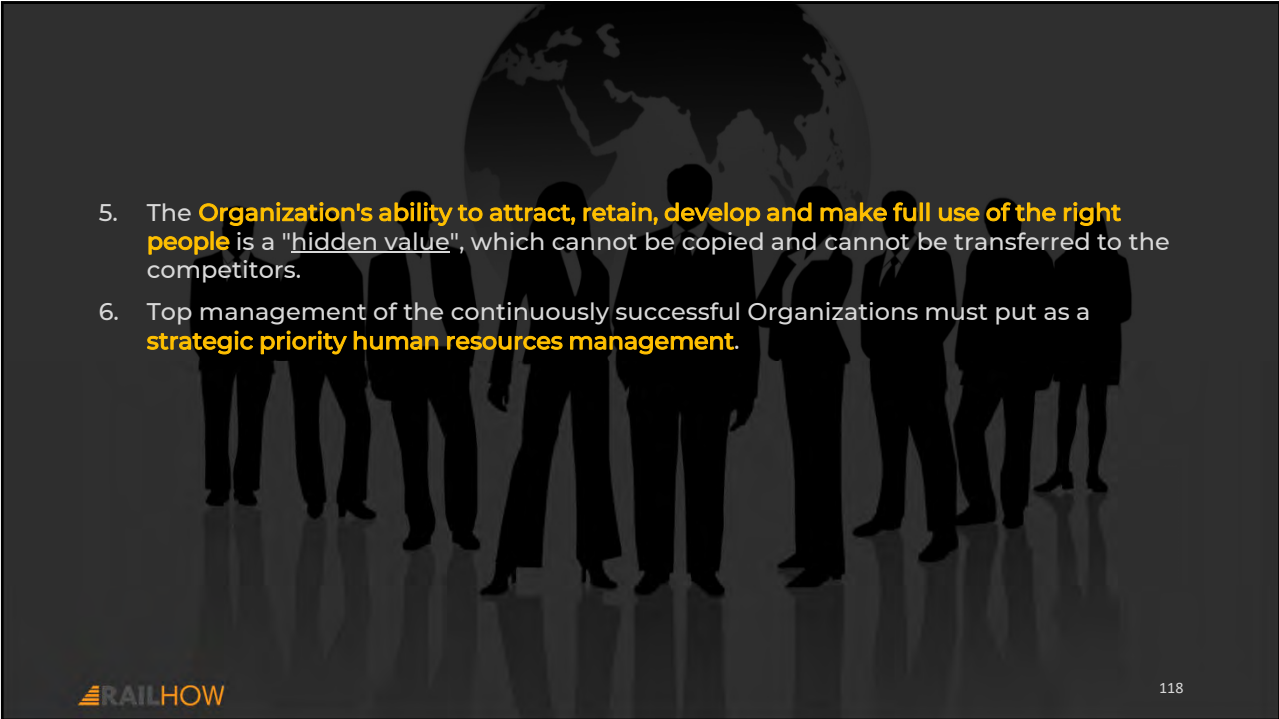
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4. People are **motivated and give their best when**

- Their performance is recognized
- There is a decent, fair and honorable treatment
- There are good human relations
- They are feeling confident
- They can participate and have freedom and autonomy
- Are targeting and are able to reach a better future
- Can try and achieve challenging goals
- They feel their work is interesting and important
- They feel self-esteem and is proud of what they do and for the Organization to which they belong

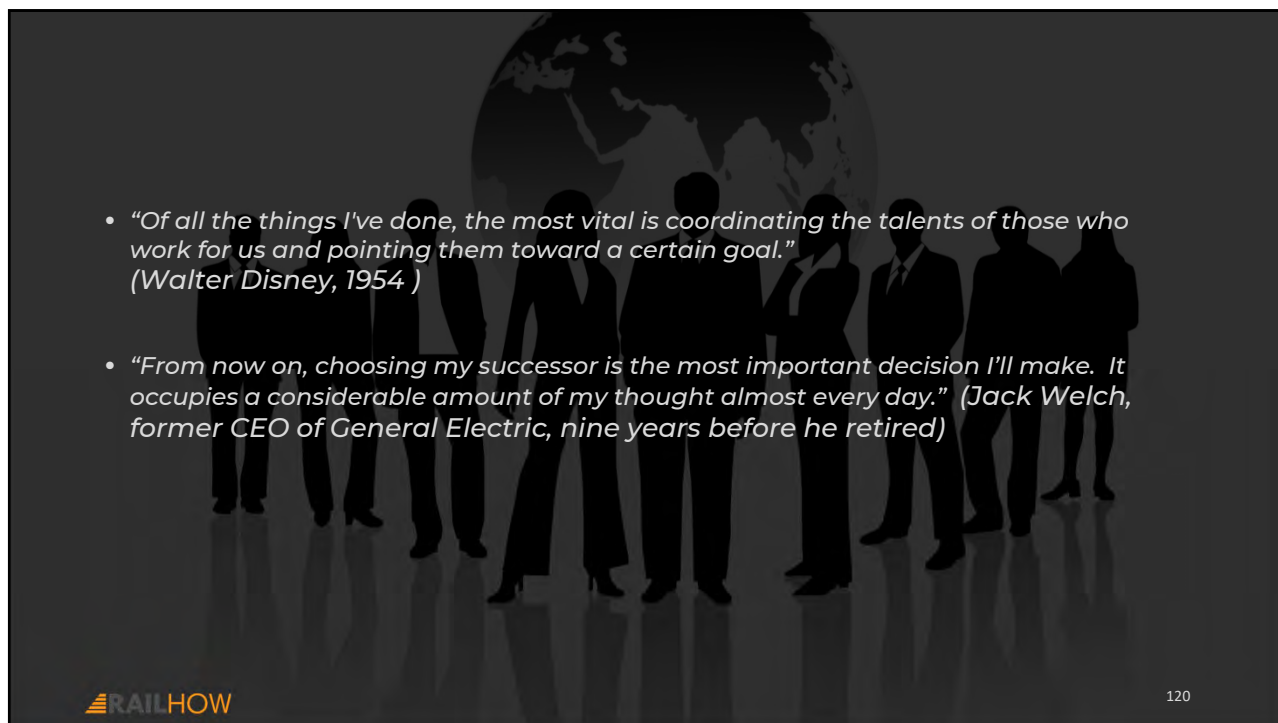
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5. The **Organization's ability to attract, retain, develop and make full use of the right people** is a "hidden value", which cannot be copied and cannot be transferred to the competitors.
6. Top management of the continuously successful Organizations must put as a **strategic priority human resources management.**

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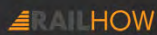
The difference between leaders and managers



A manager says: **GO**

A Leader says: **Let's GO**

John Maxwell

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- Is a good manager automatically a good leader?
- What is the difference between leadership and management?
- The main difference between leaders and managers is that **leaders have people follow them while managers have people who work for them.**
- For managers, the goals are objective and resulting from the organization's needs, while
- leaders have a personal understanding of the objectives and expressing their own visions, beliefs and ideals
- To execute a project, managers consider alternatives and choose the most satisfying and
- leaders are finding new, innovative ways to solve problems that surprise and impress

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- Managers see their colleagues as subordinates (power relation), while leaders develop with them emotional relationships through vision, inspiration, excitement, etc.
- Managers primarily are focusing in the stability of the organization and its principles, while leaders consider nothing for granted and are constantly looking for different and new ideas. They have a radical spirit and are oriented to the future.

"The task is to lead people. And the goal is to make productive the specific strengths and knowledge of every individual."

(Peter Drucker)

The Manager

- administers
- Maintains
- focuses on systems and structure
- relies on control
- has a short-range view
- asks how and when
- has his or her eye always on the bottom line
- imitates
- accepts the status quo
- is the classic good soldier
- **does things right**

The Leader

- innovates
- develops
- focuses on people
- inspires trust
- has a long-range perspective.
- asks what and why
- the leader's eye is on the horizon.
- originates
- Challenges the status quo
- is his or her own person.
- **does the right things**

Real Case



6. The vision of the “Track Directorate” of the Greek Railways Organization

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- As mentioned at the beginning a leadership seminar was held in the Track Directorate of the Greek Railway Organization (OSE S.A.), on Saturday 17/10/2009.
- With the active involvement of the participants, we articulated the vision of the Directorate through very fruitful discussion.
- Next, the result of this workshop is presented.

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OSE – Track Directorate

Core Ideology	Core Values	<ul style="list-style-type: none"> • Quality and professionalism • Ensuring high know-how • Innovation (development and implementation of innovative solutions) • Honesty and transparency
	Core Purpose	<ul style="list-style-type: none"> • To provide the necessary know-how and expertise and guidance to high quality of the railway track.

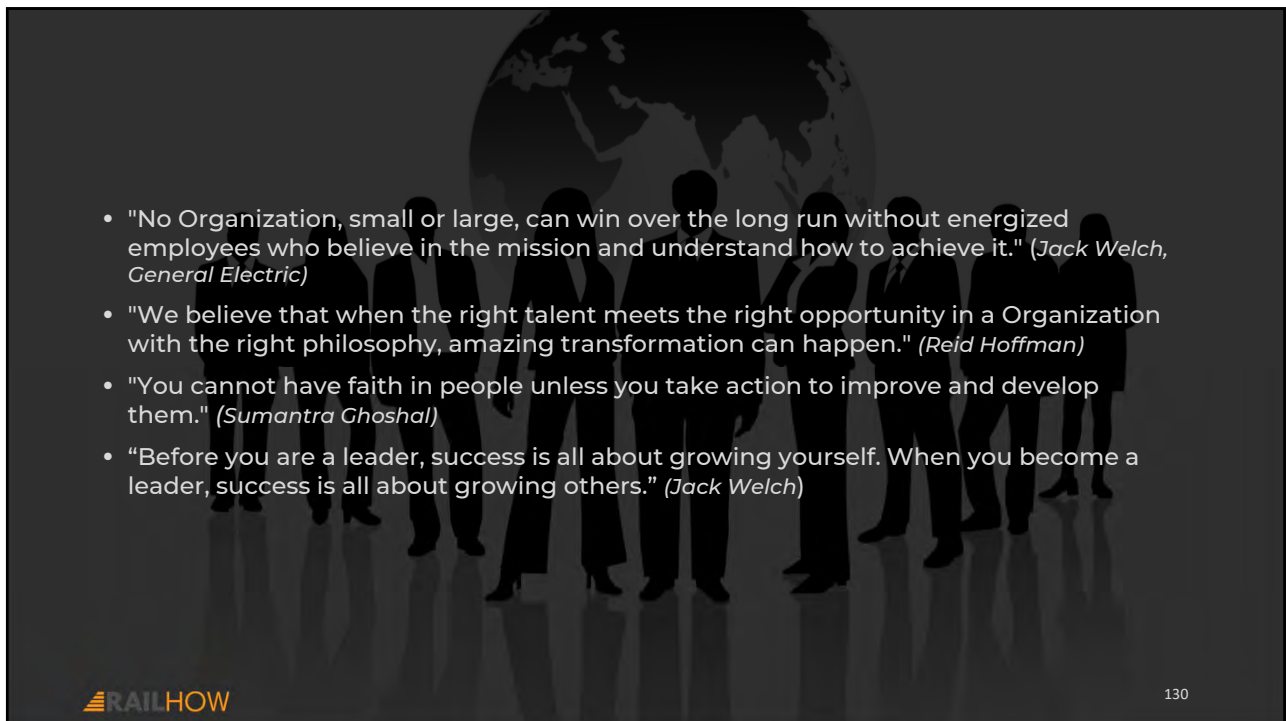
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Envisioned Future	Mega Target	<ul style="list-style-type: none"> • In 10 years from now, we will belong to the ten most advanced networks in Europe in terms of innovation and high technology on the railway system.
	Vivid Description	<ul style="list-style-type: none"> • In 10 years from now, our staff will have high-level know-how and will provide innovative solutions and guidelines for the construction and efficient maintenance of the railway system. • We will actively participate in international working groups contributing to the development of railway expertise and technology, • We will be presenting at international conferences and will provide services to foreign railway networks. • Our staff will experience the satisfaction of serving at a top Directorate and by his professionalism will earn the respect of its colleagues from OSE and beyond.

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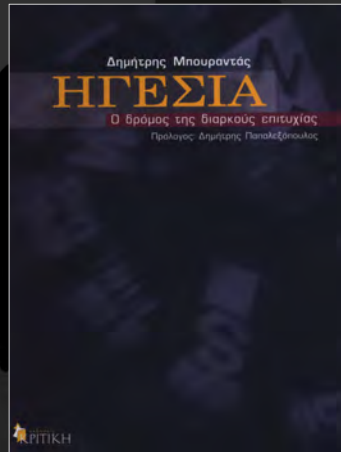
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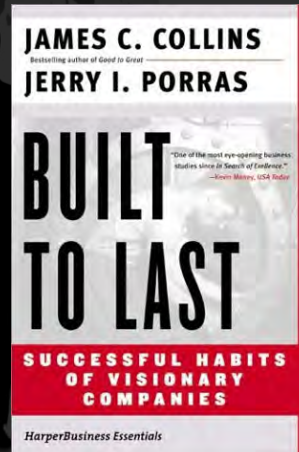
- "No Organization, small or large, can win over the long run without energized employees who believe in the mission and understand how to achieve it." (*Jack Welch, General Electric*)
- "We believe that when the right talent meets the right opportunity in a Organization with the right philosophy, amazing transformation can happen." (*Reid Hoffman*)
- "You cannot have faith in people unless you take action to improve and develop them." (*Sumantra Ghoshal*)
- "Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others." (*Jack Welch*)

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References



"Leadership", Prof. Mpourantas



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A few words about me...



- Civil Engineer (MSc.) - University of Hannover in Germany
- Master Executive MBA degree - Athens University of Economics & Business
- Over 30 years of experience in the railway sector, including eight years in Director positions at Greek Railways Organization
- 2006 - 2013 the Head of the Railway Systems Directorate
- 2013, 2014 development of the Omani National Railway Network
- Senior Railway Expert at the Ministry of Transport and Communications in Oman
- On 14/2/2019 launched website www.railhow.com, aiming to be the touchstone for people who are working within the engineering sector by offering practical, yet impactful knowledge and learning experiences

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