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## A NEW KEYNOTE FOR A NEW CULTURE

### The VEO: How to Create, Perfect, and Deploy Your Secret Weapon for Growth in the High-Risk Marketplace

Corporate culture is no longer a feel-good issue. It's a critical key to survival in our fiercely competitive global economy. Joanne G. Sujansky, Ph.D., Certified Speaking Professional, founder of KEYGroup®, says that you must create a work environment that not only attracts the most talented people, but that frees and nurtures their inner entrepreneur. Her name for such a culture—one that inspires that elusive sense of ownership in every employee—is Vibrant Entrepreneurial Organization, or VEO.

Sujansky offers three compelling and powerful keynote presentations that reveal why and how to create a VEO at your company:

-  *The Keys to Creating the VEO*
-  *The One & Only Thing Competitors Can't Steal*
-  *Culture: Your New Competitive Advantage*

Here are just a few of the points she may cover:

- The five critical components of a VEO
- Surprising secrets from VEO CEOs
- Ownership alchemy: the magic formula that turns people from “renters” into “owners”
- Get out the managerial “glass cleaner” and create a transparent organization
- Colors and brush strokes to help you paint the “big picture” and get buy-in every time
- Why—and how—you should encourage risk-taking at every level
- How “confrontation” becomes a positive, powerful tool
- The new face of employee loyalty: winning their hearts, minds, and futures
- Ten great ways to *spark* your team
- The work/life seesaw: help your people find and maintain a healthy, *profitable* balance
- Transmute workplace stress into super-powered productivity
- Defuse “perceived stress” before it defuses you
  - Measure what matters . . . and never again let “urgent” trump “important”
- The art and science of spontaneous coaching
- Start a self-perpetuating winning cycle—then stand back and reap the rewards
  - Techniques for “keeping the keepers” . . . and losing the losers
  - “Only Winners Need Apply”—recruitment/interview guidelines for a VEO
  - Help your diverse workforce explode with innovation
  - Sharing *information* vs. sharing *inspiration* . . . learn the little-known difference
  - Communication conundrums: getting closed-mouthed employees to open up
  - And much, much, much more

Are you tired of listening to a keynote speaker whose message wears off before you get back to your desk? Are you ready for a speaker who can *really* make positive changes in your organization's culture? Then contact us at 724-942-7900 or visit [www.keygroupconsulting.com](http://www.keygroupconsulting.com) for more information.

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# HOW TO GROW A VEO

## (THE ONE THING COMPETITORS CAN'T STEAL)

### What is your competitive edge?

If your answer is anything other than “our corporate culture,” beware. Someone out there is trying to copy your idea, make your product more cheaply, or lure your best people away.

That’s right. Culture is no longer a “soft” issue. In a fiercely competitive economy, the companies that will survive and thrive are those in which *every* employee thinks and acts like an owner. At KEYGroup®, we call this type of company a Vibrant Entrepreneurial Organization, or VEO. And it’s the focus of our work: we help clients create a business environment in which that elusive sense of ownership can flourish.

What does a VEO look like? We believe it has five characteristics:

1. A VEO shares the “big picture” people need to take personal risks and hold themselves accountable.
2. A VEO exemplifies the new face of loyalty.
3. A VEO supports high productivity while minimizing stress.
4. A VEO produces a winning tradition.
5. A VEO elevates communication to an art form.

When all five of these elements come together, the result is an environment teeming with innovation, creativity, energy, *passion*. These cultural elements are the source of your profitability in a global economy whose mantra is cheaper, faster, better. And, after all, your culture is the one thing the competition *can't* replicate.

If you have a company full of passionate, dedicated people, you have an endless source of brilliant ideas. Your employees have a stake in your company that goes beyond grabbing the next paycheck. They’re committed to growing the business. They engage customers. They enthusiastically showcase your brand. Everyone wants to be a part of what you have. You have an entire organization full of vibrant entrepreneurs—and *that's* the key to thriving in the global economy.

To book a consulting session with a KEYGroup® professional, call 724-942-7900 or visit [www.keygroupconsulting.com](http://www.keygroupconsulting.com).



# PERSONAL RISK - TAKING: POWERFUL CONSULTATIONS FOR GROWING AND SUSTAINING A VEO

Do your employees seize opportunities and have the courage to pursue them? If they have an entrepreneurial mindset, they will. The risks will be carefully calculated to advance your long-term goals. And the risk-takers will hold themselves accountable for the outcome. KEYGroup® provides consulting services that will help you clarify and share your corporate “big picture” in a way that will inspire each and every employee to take the right kinds of risks.

## A VEO shares the “big picture” people need to take personal risks and hold themselves accountable.

A VEO is completely transparent. There are no secrets. Employees know beyond the shadow of a doubt where the company is now, where it wants to go, and what the values are that will take it there. Sharing your vision with your people is more than “a nice thing to do”—it’s a necessity. If employees don’t have the big picture—in terms of the quintessential vision and in terms of day-to-day projects they encounter in the business—how can they take the right kinds of risks?

Without risk there can be no significant gain. In an entrepreneurial culture, people know that you trust them to take measured risks, risks calculated to advance the vision of your corporation. When people are free to take risks, they are likely to explore multiple possibilities and find unexpected solutions. They “own” these solutions, and will hold themselves accountable. If you force them into a rigid mold, they will hold *you* accountable for the outcome, since you “made” them do it that way.

To inspire risk-taking in your employees, take risks yourself. In this way you model the creative spirit you want them to embrace. *Tell* them you expect them to take well-thought-out risks and own the results. Encourage and reward confrontations and questions, as they are part of the process. When people see you encourage creativity and accept mistakes, they’ll be more likely to take risks. This attitude will enhance the agility and effectiveness of your company.

Do your employees avoid risks so they “blend in” where it is safe? Does your “safe” culture inhibit innovation and new ideas? Are you following your competitors’ lead instead of leading your industry? Then you may want to book a consulting session now with a KEYGroup® professional. Please contact us at 724-942-7900 or visit [www.keygroupconsulting.com](http://www.keygroupconsulting.com).



# THE NEW FACE OF LOYALTY: POWERFUL CONSULTATIONS FOR GROWING AND SUSTAINING A VEO

Two-way loyalty is a necessity for a strong, resilient, growth-oriented organization. It's simple: you give your employees what they need to meet their goals. In return, they advance your corporate vision and boost your profitability. If you need some guidance in establishing and nurturing this symbiotic relationship, call KEYGroup®. We provide consulting services to help you create a workplace environment in which two-way loyalty can thrive.

## A VEO exemplifies the new face of loyalty.

If you've heard it once, you've heard it a million times: employee loyalty is dead. And if the loyalty in question is the toe-the-company-line-for-thirty-years-and-retire-with-a-gold-watch brand from yesteryear, it is indeed dead. And that's as it should be. Most employees (the ones worth keeping, anyway) aren't just looking for a place to go, put in their time, and collect a paycheck. They want challenging, meaningful, enriching work. In return, they look for ways to build and improve their company's future. If they are viewed as a commodity that can easily be replaced, they will look elsewhere for opportunities. When you lose people, you lose intellectual capital.

Leaders in entrepreneurial cultures look beyond the lukewarm, overused goal of "employee satisfaction." They seek to challenge, inspire, and enhance their people. They create ways that people can use their unique skills and talents to advance the company's vision. They help employees get the resources and support they need to accomplish their goals. They provide opportunities for employees to grow and develop and become more marketable.

People stay at companies that view them as complete human beings. Sure, salary matters. But a healthy work/life balance means as much, and, to some, even more. Employees want to know that you value their personal life as well as what they bring to the company. Provide opportunities for work/life balance. If you're a leader, model such behavior yourself. Find ways to build and maintain your own resilience.

Are you discovering (the hard way) that your clients and customers are not as loyal as you had expected? Do you suspect that even your own employees are not loyal from time to time or at all? Is loyalty an issue you have not yet emphasized in your culture but wish you had?

Then you may want to book a consulting session now with a KEYGroup® professional.

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# PRODUCTIVITY MAXIMIZED: POWERFUL CONSULTATIONS FOR GROWING AND SUSTAINING A VEO

“Busyness” does not equal progress. In fact, frantic, disorderly activity is counterproductive to your organization’s goals. Not only does too much stress harm day-to-day productivity, it makes employees sick. Absences increase. Health costs rise. Obviously, chaos and unmanaged stress do not contribute to the vibrant, creative, high-energy environment a company needs to stay competitive in today’s intense marketplace. KEYGroup® offers consulting services aimed at helping you manage high productivity while converting negative stress into positive energy.

## A VEO supports high productivity while minimizing stress.

Downsizing and scarce resources have created workplaces marked by chronic anxiety and chaos. People are stretched to the breaking point. Their days are stressful and fragmented. They look busy and seem to be working at almost superhuman speed and intensity. Though this may seem like a good thing, it is actually harmful. When stress rises higher, mistakes increase, opportunities are lost, and productivity can actually decline. People become—literally—physically ill and start missing days. Such environments are highly destructive, counterproductive, and unsuited for the quick response times necessary in a global environment.

Know that just because there’s a lot going on doesn’t mean things are really getting done. Don’t confuse activity with accomplishment. People must be given specific, challenging, yet attainable outcomes they’re expected to meet. Put systems in place for measuring productivity and live by them. Remember that what gets measured gets done, and make certain that what you’re measuring really matters. Create policies that ensure that the “urgent” doesn’t take precedence over the “important,” and do everything you can to eliminate redundancies and unnecessary busy work.

Establish ongoing and final evaluative processes so people can get feedback. But don’t limit feedback to formal evaluations. Give it on the spot. Yes, you should tell people in real time what they’re doing wrong so they can correct it, but it’s even more important to tell them what they’re doing right. That’s spontaneous coaching and it’s one of the most critical elements of an entrepreneurial culture.

Do you feel that your employees are always busy but not results-oriented? Do your employees miss deadlines? Do meetings go on forever but nothing gets accomplished? Then book a consulting session with a KEYGroup® professional. Contact us at 724-942-7900 or visit [www.keygroupconsulting.com](http://www.keygroupconsulting.com).



# WINNING TRADITION: POWERFUL CONSULTATIONS FOR GROWING AND SUSTAINING A VEO

The good news is that people get addicted to winning and want to repeat the experience. The bad news is that they also get trapped in the inertia of losing. Are *your* employees driven to win, or do they seem content to merely “get by” and collect their paychecks? If your company is stuck in a cycle of lackluster performance, take heart. By helping your team experience a victory or two—and helping you rethink your recruitment strategies—KEYGroup® will set in motion a new self-perpetuating cycle of winning . . . a cycle that will reinvigorate your *financial* tradition as well.

## A VEO produces a winning tradition.

Success breeds more success. People who become accustomed to winning want to keep on winning. Indeed, losing becomes unacceptable. Winners take losing personally and will do whatever they must do in order to avoid it. This is a reality of human nature and one that serves entrepreneurial cultures well.

Create a cycle of winning by seeking out and hiring only the best people. Hire for raw talent and values and character, not just for skills. You can teach people the skills they need, but you *can't* always teach work ethic or integrity or optimism. Consider using proven selection tools and assessments to ensure that you hire the right people for your culture. Find ways to “keep the keepers.” It's difficult and expensive to attract new talent. Likewise, get rid of people who aren't contributing, as they will hamper progress and destroy the morale of your high performers.

When your company is made up of winners, it will be unstoppable. You will win victory after victory in the marketplace. And that, in turn, will attract more winners to your company. The cycle continues.

If winning is not part of your company's current mindset, or if you are surrounded by a division (or even an entire sales force) that doesn't expect to win, it's time to do something about it today. Book a consulting session with a KEYGroup® professional by contacting us at 724-942-7900 or visit [www.keygroupconsulting.com](http://www.keygroupconsulting.com).



# COMMUNICATION: POWERFUL CONSULTATIONS FOR GROWING AND SUSTAINING A VEO

Do people in your company *really* communicate, or do they simply exchange information? In a VEO, leaders make sure their colleagues and employees hear and buy into their vision for the company. Employees are free to offer honest feedback and make their voices heard as well. People leverage their diverse backgrounds and cultures to challenge ideas and keep rigidity from setting in. KEYGroup® will help you clear the lines of communication in your company so that you'll have the agility to remain vibrant, innovative, and competitive in an unforgiving marketplace.

## A VEO elevates communication to an art form.

In a VEO, communication goes far beyond sending out e-mails at the right time or holding employee forums on critical issues (although these tools may well be valuable for many companies). It means that leaders make sure that people understand and buy into major change initiatives—after all, real change is always voluntary—and that, in turn, employees make their voices clearly heard. People on both sides of the leadership desk care enough to share their heartfelt viewpoints, not just exchange information.

Communication is a critical factor in holding onto the intellectual capital that gives your company its value. That's right. How you communicate “the big picture” to employees has a strong and unbreakable connection to employee retention. Employee satisfaction surveys bear this out. The number one concern voiced by employees isn't about salary; it's about feeling included in the company. People want to know what's going on at every level. They want to feel like they're a part of it all. They want to see the value in what they do. Communication is how you provide that sense of participation and accountability, which leads to increased job satisfaction, which leads to productivity, which leads to employee retention.

When you realize that buy-in cannot exist until people are really, truly informed, you will start to view communication as an individual issue, not just a group issue. Consider the communication style of each person (here's where personality assessments pay off) and tailor conversations accordingly. This is especially critical when you're talking to people of different races and cultural/socioeconomic backgrounds. Look for opportunities for mutual, two-way communication. Ask for feedback, and make sure that your demeanor invites it.

Are you willing to address how much lost revenue is due to poor communication? Do you realize that costly mistakes are usually linked to a lack of clarity? Would you like to get everyone in your organization communicating in a productive, revenue building manner? Do you want to ensure a strong, healthy retention rate? Then book a consulting session with a KEYGroup® professional. Contact us at 724-942-7900 or visit [www.keygroupconsulting.com](http://www.keygroupconsulting.com).

