

# INTRODUCTION



## HOW TO USE THESE MATERIALS

*This introduction is a modified excerpt from the book, **Compass—Creating Exceptional Organizations: A Leader’s Guide**, written by William F. Brandt, Jr., cofounder and former CEO of American Woodmark Corporation—the third largest producer of kitchen cabinets in America.*

### HOW TO USE THE BOOK AND CD

Instructional Materials from the pages of this book, *Compass Tool Kit*, and from the accompanying CD (affixed at the back of this book) may be printed, copied and distributed to individuals for educational and instructional purposes and with whom the instructor has a direct relationship.

The pages of this book will lay flat for easy copying. The CD contains PDF files of the Lessons, Essays and other documents in this book and PowerPoint™ slides of the lessons for group presentations.

Please note that these materials may not be reproduced, transmitted or distributed for sale. They may not be stored in a retrieval system, or posted on the Internet in whole or in part, in any form or by any means as expressed on page ii of this publication.

## Introduction (2)

Materials from *Compass Tool Kit* have two particular uses. The first is to address specific topics or concerns, and the second is to assist in the development of broad-based efforts to create exceptional organizations. The Essays' and Lessons' sections speak to its use in particular situations. The Subject Index at the end of this introduction shows where specific topics are addressed. All modules are relevant to the creation of organization-wide initiatives. The benefits of major excerpt sections of the book are as follows:

**American Woodmark Case Study**—The case study provides a narration of American Woodmark's efforts to become exceptional. It is of specific value to those leaders who are trying to understand what to expect in taking this path.

**Essays**—The essays are intended to challenge your thinking and pique your curiosity. They can be used for individual reading or as topics for group discussion. They can also be read in anticipation of lesson presentations on related topics.

**Lessons**—Each lesson applies to a particular situation. Since each is independent of the other, they can be used in any sequence desired. The lessons are educational in nature but where appropriate also focus upon skill-building. They are easy to learn but powerful in application. While each lesson stands on its own, collectively they act as building blocks that support the creation of exceptional organizations.

**An Interview With John P. Howe III, M.D.**—The interview will give the reader a perspective on one leader's attempt to create an exceptional enterprise. It will be of particular benefit to leaders and their senior leadership teams who are considering their own such ventures.

**Implementation**—This section will help leaders to understand whether or not their organizations are ready to pursue broad-based cultural-change efforts and, if they are, how they should best proceed. Included in this section are hints and suggestions based upon the experiences of others.

## CUSTOMIZED MATERIALS

These modules will give you the opportunity to customize how materials presented in *Compass Tool Kit* are distributed to specific audiences. This is particularly appropriate where it is not necessary or desirable to provide an audience with the actual book. Each module is self-contained, meaning that it does not reference any other parts of the book. By so doing, only the relevant material need be considered, and it can be used in any sequence desired. To facilitate

## Introduction (3)

this use, instructors are permitted to copy material from this book or from the enclosed CD and to distribute it to others as stated in the box above.

### GROUP PRESENTATIONS

Each lesson has a corresponding set of PowerPoint™ slides which can be used to help structure group presentations. For example, you can send out a related essay to presentation participants prior to a session, conduct the session using the PowerPoint™ slides, and then distribute the lesson write-up to attendees after the session. Presenters have the ability to add to or modify slides as appropriate and are encouraged to do so. It is often useful for presenters to incorporate particular stories or experiences that make their presentations more relevant to their audiences. The PowerPoint™ slides are included in the CD, and readers are permitted to distribute them.

### BROAD-BASED INITIATIVES

As described in the American Woodmark case study, the interview with John P. Howe III, M.D. and the implementation sections, these materials can be used to support broad-based initiatives for cultural change. In particular, they can be used to create curriculums for leadership retreats. A sample agenda for such a retreat is included at the end of the interview section.

### SUBJECT INDEX

Exhibit I is a subject index which shows where specific topics are addressed.

## Introduction (4)

EXHIBIT 1.1 Subject Index		E = Essay L = Lesson
TOPIC	ESSAY/LESSON	PAGE
Beliefs	L4: Culture	118
Business Model	E11: Yes, Even For Non-Profits L2: Vision-Driven	66 103
Business Strategy	E11: Yes, Even For Non-Profits L2: Vision-Driven	66 103
Capitalism	L1: Exceptional Organizations E9: The Survival of the Fittest	97 59
Celebrity CEO's	E4: The Servant as Leader	43
Charismatic Leadership	E5: Imagine and Inspire	47
Competition	E9: The Survival of the Fittest	59
Controlling Events	E18: "Any Luck?"	90
Cooperation	E9: The Survival of the Fittest	59
Creative Orientation	E7: "What Do I Want?"	53
Culture and Cultural Change	E14: Guidance from Gandhi L4: Culture L14: Cultural Change	77 118 194
Discourse: Dialogue, Discussion and Debate	E10: "Not Knowing" is Your Friend L9: Understanding Discourse	63 156
Decision-Making Styles	E15: A Bad Plan Poorly Executed L6: Leadership Styles for Decision Making	80 135
Empowerment	E15: A Bad Plan Poorly Executed	80
Ethical Dilemmas	L15: Ethical Dilemmas	204
Exceptional Organizations	L1: Exceptional Organizations E17: "Why Do Exceptional Organizations Fail?"	97 86
Failure of Exceptional Organizations	E17: "Why Do Exceptional Organizations Fail?"	86
Followership	E1: Yes, Even in Business E6: Everyone a Leader L5: Leaders and Followers	33 50 124
Human Motivation	L11: Human Motivation	172
Human Resources	E16: Right Person/Right Job	83
Inspiration	E3: To Be Exceptional E4: The Servant as Leader E5: Imagine and Inspire L5: Leaders and Followers	40 43 47 124

## Introduction (5)

EXHIBIT 1.1 Subject Index		E = Essay L = Lesson
TOPIC	ESSAY/LESSON	PAGE
Leadership	E1: Yes, Even in Business	33
	E4: The Servant as Leader	43
	E5: Imagine and Inspire	47
	E6: Everyone a Leader	50
	E15: A Bad Plan Poorly Executed	80
	L5: Leaders and Followers	124
	L6: Leadership Styles for Decision Making	135
Leadership Succession	E4: The Servant as Leader	43
	E17: "Why Do Exceptional Organizations Fail?"	86
Management Process	E7: "What Do I Want?"	53
	L7: The 7-Step Process	141
Meaning in Life	E18: "Any Luck?"	90
Measuring Performance	E7: "What Do I Want?"	53
	L7: The 7-Step Process	141
	L13: Working in Alignment	187
Meetings	E8: The Much Maligned Meeting	56
	L8: Meeting Management	150
Mental Models	E10: "Not Knowing" is Your Friend	63
	L10: Mental Models	161
Mission Statements	E13: Talk is Cheap	74
Modifying Actions	E7: "What Do I Want?"	53
	L7: The 7-Step Process	141
	L13: Working in Alignment	187
Moral Excellence	E2: Nice Guys Finish Last	35
	L3: Values	111
Organizing Principles	L1: Exceptional Organizations	97
	L2: Vision-Driven	103
Paradigm Shift	L10: Mental Models	161
Personal Transformation	E2: Nice Guys Finish Last	35
	E14: Guidance from Ghandi	77
	L3: Values	111
Profits	E11: Yes, Even for Non-Profits	66
	E12: "Maximizing Profits—Isn't That Our Job?"	69
	L2: Vision-Driven	103
Power	E9: Survival of the Fittest	59
	L5: Leaders and Followers	124
	L6: Leadership Styles for Decision Making	135
Reality	E4: The Servant as Leader	43
	E7: "What Do I Want?"	53
	E10: "Not Knowing" Is Your Friend	63
	L7: The 7-Step Process	141
	L10: Mental Models	161

## Introduction (6)

EXHIBIT 1.1 Subject Index		E = Essay L = Lesson
TOPIC	ESSAY/LESSON	PAGE
Reflection, Advocacy and Inquiry	L10: Mental Models	161
Right Person/Right Job	L1: Exceptional Organizations E16: Right Person/Right Job	97 83
"Self Interest" and "Concern for Others"	L1: Exceptional Organizations E1: Yes, Even in Business E4: The Servant as Leader E9: The Survival of the Fittest	97 33 43 59
Structural Tension	L7: The 7-Step Process L11: Human Motivation	141 172
Structural Conflict	L11: Human Motivation	172
Systems and Systems Thinking	E14: Guidance from Ghandi	77
Teams	E15: A Bad Plan Poorly Executed L12: Working in Teams	80 182
Traditions	L4: Culture	118
Values	L1: Exceptional Organizations E1: Yes, Even in Business E2: Nice Guys Finish Last E13: Talk is Cheap L3: Values L4: Culture L11: Human Motivation	97 33 35 74 111 118 172
Vision	L1: Exceptional Organizations E3: To Be Exceptional E4: The Servant as Leader E7: "What Do I Want?" L7: The 7-Step Process	97 40 43 53 141
Viable, Sustainable and Valued	L1: Exceptional Organizations E3: To Be Exceptional E17: "Why Do Exceptional Organizations Fail?"	97 40 86
Work Hierarchy	L13: Working in Alignment	187

*This material may be printed, copied and distributed for educational and instructional purposes to individuals with whom the instructor has a direct relationship.*

Copyright 2014 © William F. Brandt, Jr.