



**Where there is no vision, the people perish;
 but he who keeps the law, he is blessed. Proverbs 29:18 MKJV**

**"It is immoral to hire people to fulfill functions, a chair has a function.
 We hire people to join us and be part of us; their job function is incidental.
 You hire a human being to be part of dream and part of a vision."--Horst Schulze**

Horst begins this session with his focus on Vision—always his starting point and often his finishing point. Proverbs 29:18 specifically speaks of vision, imparted from God and in harmony with His already revealed truth, the Bible. Do you have a clearly stated Vision and Purpose in harmony with God’s Word? [If so, write it down and share it with your group. If not, begin *now* praying, seeking and working on one for your business. Either way, expect God to speak through Horst’s words...]

Group Challenge! Consider counting the times in this series that Horst refers back to “the vision”

“There is no explanation for why it cannot be done—only excuses.”—Horst A leader selectively chooses where to focus and the team’s focus will reflect the leader.—Horst paraphrased

Horst breaks down all functions of leadership into: Vision, Commitment, Initiative, Focus and Energizing. Can you think of a leadership function that does not fit into these *pigeonholes*?

Horst suggests that every excellent company will do the following: **1. Keep the customer, 2. Acquire new customers, 3. Maximize revenue generated by the customer—while completely honoring the first point, 4. Maximize efficiency.** Some companies have focused on point 3 without honoring point 1; however, they don’t typically last long. He states that, if these things are in place, the other requirements are to maintain *sufficiency in value and efficiency in operation* exceeding that of the competition. Point 3 creates some challenges. Be prepared for lively valuable as you discuss with your group...

Select the item above that would make the most impact or warrants immediate attention and answer the following questions:

1. Should I apply this concept or practice to my business or personal life?
2. Can I commit to a schedule to implement this application? [explain and discuss with the group, if necessary]

Comment:

For as he thinks in his heart, so *is* he. Proverbs 23:7a NKJV



Development Objectives:

Life, Leadership, Excellence, Kingdom



“Caring is service! How do you break it down?”

Horst breaks down service into three points of interaction: 1. Contact [greeting], 2. Comply with customer expectations [minimum, or exceed], and 3. Closing [good-bye with sincere gratitude.] Repeating those steps consistently, complemented by excellence in problem resolution and personalized service builds trust quickly builds loyalty. In Horst’s case study of the bank, the teller’s greeting short-circuited the rest of his experience, leaving the memory of a bad experience, even though the teller was timely and defect free. Have you ever experienced a similar scenario, where *you were left feeling more like a vigilante than a satisfied customer?* [summarize your experience and share with your group]

Horst states that it takes no more time, nor expense to treat someone with dignity and respect. Why do you think this is the exception rather than the rule in many businesses? [share with your group]

Horst’s hospitality group spent time and money with a consultant to find out that when guests said they appreciated *feeling at home* did not mean feeling like they were at their own home; but that they were *guests at their mother’s home*. What distinctions come to mind when you compare those two ideas?

Horst closes out this segment by saying: *I can’t transfer my belief; but I can transfer systems*. His statement was given in the context of managing operations on the other side of the world, underscoring the fact that if the system supports and reinforces your values, then your chances of success are far better. The systems’ consistent alignment to the values is the underpinning for that success. Can you validate or challenge his statement?

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Comment:

They told him, "If you will serve these people today, humble yourself, and speak gently, then they will always be your servants." 1Ki 12:7

For as he thinks in his heart, so is he. Proverbs 23:7a NKJV



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Ask your customers to be part of the solution--don't view them as part of the problem.
Horst Schulze

Horst describes the system he maintains to insure excellence while reinforcing and transferring values:
 1. **Select of employees [vs. simply hiring]** based on values alignment and suitability for their jobs, 2. **Orientation** to engage them with the company Vision and Values, 3. **Train them** for their job functions, 4. **Sustain them** in every day stand-up meetings that reinforces the vision, every value covered in hiring and reenergize them to do every function they have been trained to do. The selection process is constantly refined to build profiles of the **ideal person** in that job and trainers are selected by the same criteria. Do you see any challenges to building a similar model in your company?—or do you already have one? [share with your group]

In Horst’s model above, managers who fail to do these daily meetings face immediate termination. Do you think his standard is warranted? Could it be practiced in your workplace? [share your thoughts]

“Unless you have 100% customer satisfaction...you must improve.”—Horst emphasizes the importance of obtaining specific accurate, properly obtained feedback from customers as a basis for quality improvement in every aspect of operations. How can you insure your feedback loop is healthy and providing good information for improvements? <<Note this applies to marketing & finance too, not just service or products delivered>> Write your thoughts and share with your group.

Select the topic above that would make the most impact or warrants immediate attention and answer the following questions:

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Comment:



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“The leader doesn’t focus on blame for the problem; but on a solution.”—Horst Schulze

In Horst’s case study with the two hypothetical hotels, one led by a manager, the other by a leader, he points to some stark contrasts in how they operate; yet he has acknowledged that leaders must also be effective managers. How do you see yourself, as a more effective leader or manager? Does this impact how you hire for your team? [share with your group]

As the case study plays out, cost cutting measures begin to reduce the value of the customer experience, even though it would involve no expense to fix the problem. How important do you think it is that the leader spends time fostering transparency among the team members, valuing their input, and tapping into their desire to serve with excellence? [Explain & discuss with your group]

Since 2 million employees surveyed said their overwhelmingly key satisfaction in their work was feeling ***they were part of the organization and connected to the decisions that affected them.*** Since that connection is also key to removing employee and customer frustrations [quality improvement], **why do you think most companies have no formal process to engage the front-line employees in improving service and products?** Share with your group...

Do you think the Lord would be pleased with such a system as Horst describes? Share with your group...

Select the topic above that would make the most impact or warrants immediate attention and answer the following questions:

- 3. Should I apply this concept or practice to my business or personal life?
- 4. Can I commit to a schedule to implement this application? [explain and discuss with the group, if necessary]

Comment:



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“What industry is not in service? Love your neighbor as yourself.

Who is the person you’re dealing with in business? *Your neighbor*”—Horst Schulze

Horst begins this Q & A session describing the dashboard metrics which he constantly monitors for unit and company performance: 1. Does our customer want to recommend us? 2. Do they want to stay with us again? 3. Employee Satisfaction and 4. Economic Indicators that are heavily weighted to a future look of a year or more. **Based on Horst definition, does that sound more like a manager’s or a leader’s dashboard? What might he [we] gain from acknowledging the current while emphasizing the future indicators?** [share with your group]

Horst analyzes the best employees in each job category, defines the success factors, then tweaks the prototypical job profile. The top employee in each job category is also given training responsibilities <<training both competency and values>> After implementation of this policy; employee turnover went from 82% in 1991 to 24% in 1998. What would you speculate happened to the employee satisfaction during the same time? [Give an educated guess, primarily for discussion/application with your group]

As you prepare to wrap up this series, write down a few things that stand out from the past few weeks, in terms of application to your own stewardship. Consider verses below of the many focused on excellence Share with your group...

Select the topic above that would make the most impact or warrants immediate attention and answer the following questions:

- 5. Should I apply this concept or practice to my business or personal life?
- 6. Can I commit to a schedule to implement this application? [explain and discuss with the group, if necessary]

Comment:



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Do you see a man diligent in his business? He shall stand before kings; he shall not stand before unknown men. Proverbs 22:29 MKJV

Show me someone who does a good job, and I will show you someone who is better than most and worthy of the company of kings. Proverbs 22:29 GNB

His lord said to him, Well done, good and faithful servant! You have been faithful over a few things; I will make you ruler over many things. Enter into the joy of your lord. Matthew 25:21 MKJV