

The Dream Initiative

Empowering a Workforce of
Dream Achievers

BOOST Conference 2017

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CEO

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Dream Initiative Manager/Dream Coach



Time for a Power Pose!





Memoria

1) Break in 25 min
2) Read a book for 10 minutes
3) Free time (10 min)

Names
Leonard
Torre
Kendrick

Hi how are you
I am good and how about you?

purpose

gratitude

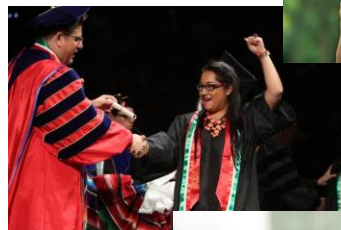
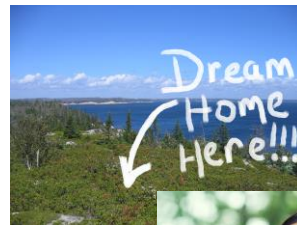
loyalty

courage

Dream Initiative Workshop

Our Story

- Who We Are
- How the Dream Initiative Emerged
- Research Examples
- Program Overview
- Power Tools
- Q&A





Teach · Lead · Succeed

We Teach. We Lead. We Succeed.

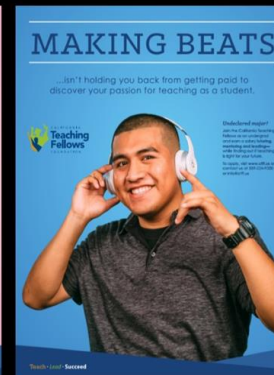
MISSION

To **INSPIRE** next-generation **LEADERS**
with a **PASSION** for **TEACHING** and
LEARNING while **IMPACTING** the lives of
YOUTH.



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PASSION
Teamwork
LEADERSHIP
SERVICE
Respect
TRUST
Performance

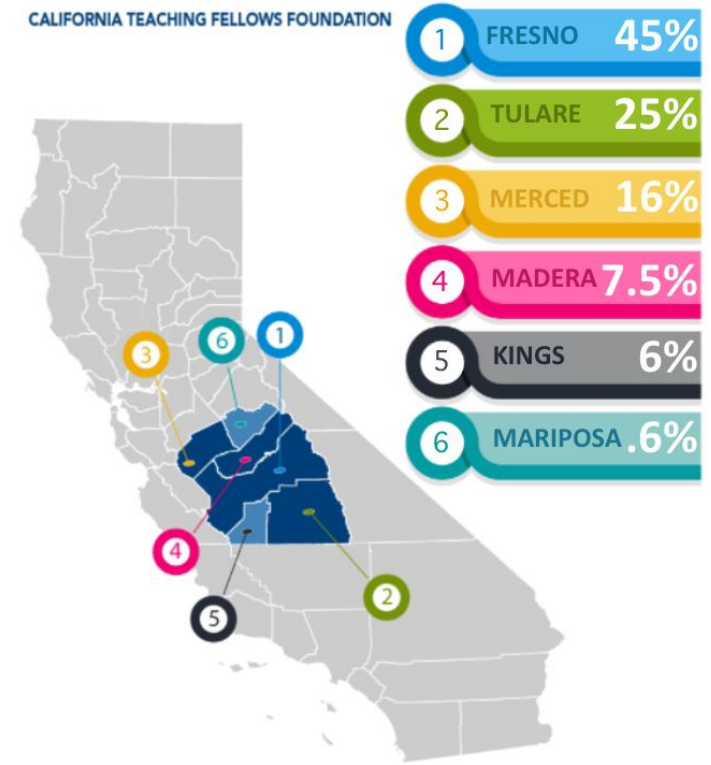


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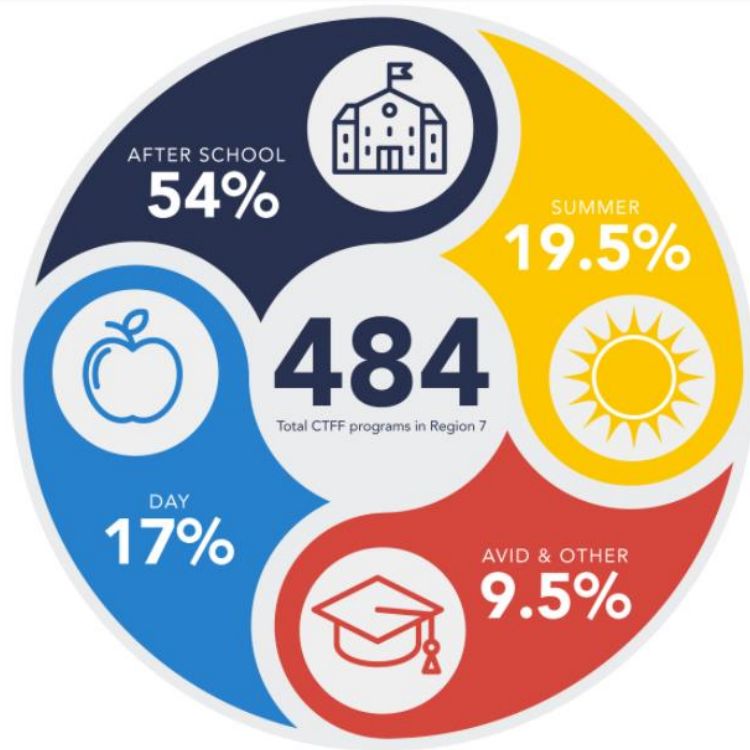
Who What Where

2,000 Teaching Fellows
300 School Partners
40k Kinder-12 Youth Served

CALIFORNIA TEACHING FELLOWS FOUNDATION



Who What Where



Guiding Next Generation Leaders

96%

Of Teaching Fellows
Agree that the
EXPERIENCE
BENEFITS THEM



94%

Of Teaching Fellows
ENJOY
coming to
WORK EVERY
DAY

"The Dream Manager will forever change how companies think about their employees, and how managers define what it means to do their job."
—Patrick Lencioni, author of *The Five Dysfunctions of a Team*

the dream manager



MATTHEW KELLY

With a Foreword by Patrick Lencioni



Workforce Challenges



The collage consists of 15 individual photographs arranged in a grid-like fashion. The images depict a wide range of activities and group photos. Key elements include:
 - Top left: Four young women posing for a photo in front of a 'Teaching Fellows' banner.
 - Top middle: A group of diverse young people holding signs that say '#StartWithASmile' and 'Fearless'.
 - Top right: A group of women wearing orange safety vests standing in a line.
 - Middle left: A man holding a sign that says 'NOW HIRING' with 'Teaching Fellows' and 'AWESOME OUTGOING CREATIVITY' text.
 - Middle center: A large group of people posing for a group photo in a room.
 - Middle right: A group of people posing in front of a large green number '12'.
 - Bottom left: A group of people working on a project on the floor, with one person holding an orange balloon.
 - Bottom center: Two people working on a project involving a small robot or device.
 - Bottom right: A group of people posing in front of a 'Teaching Fellows' banner.
 - Various other photos show individuals and small groups in different settings, some wearing branded apparel like 'Teaching Fellows' t-shirts.

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Dream Initiative Research

WHAT ABOUT THE

RESEARCH?

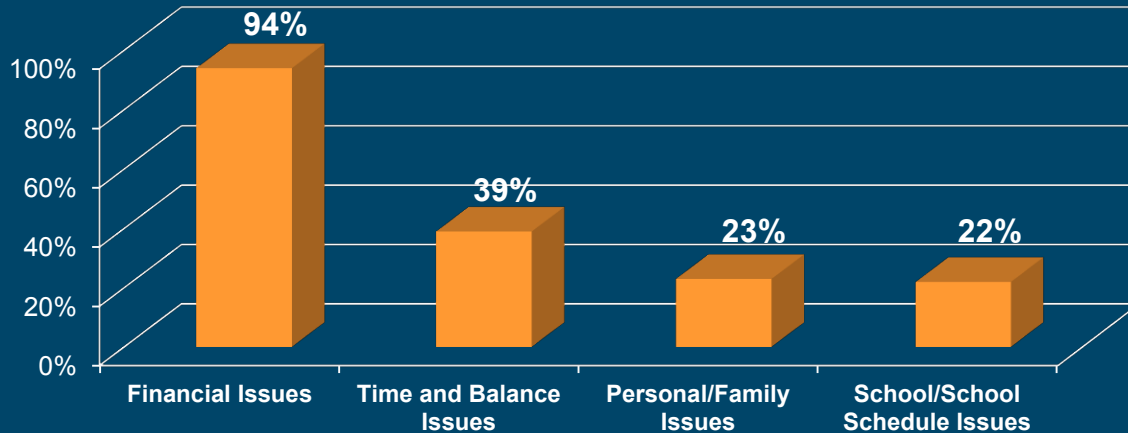
**You didn't fill out
the survey?**

DID SOMEONE SAY RESEARCH?

**I don't know who you are....
But I will find you...**

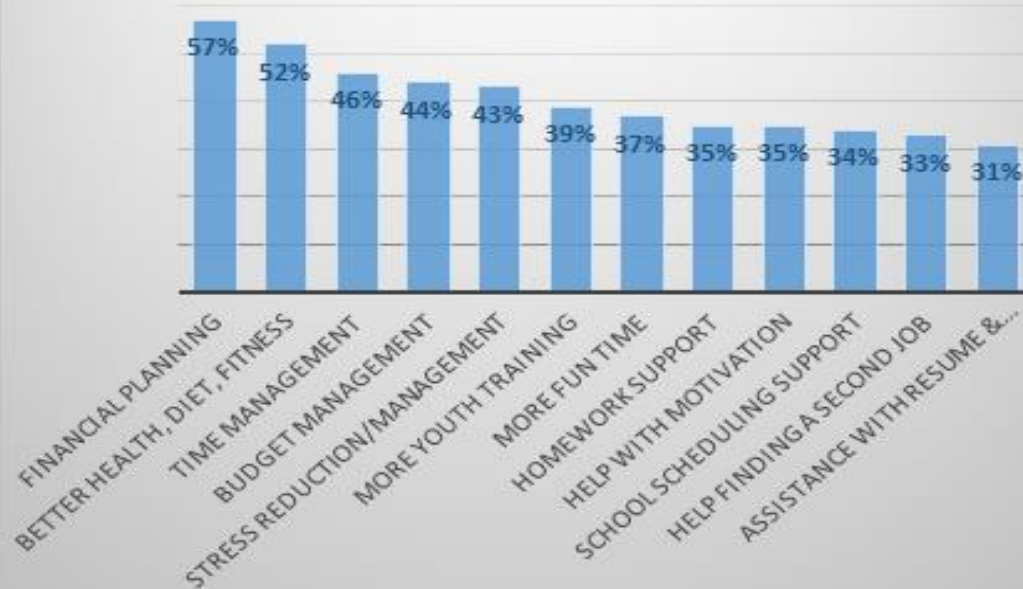
Dream Initiative Primary Research

Top 4 Self-Reported Work/Life Obstacles



Dream Initiative Primary Research

Type of Assistance That Would Help TFs Stay on the Job and Overcome Obstacles



Dream Initiative Secondary Research



Dream Initiative Secondary Research

10-15%

Undergraduates who receive executive-style coaching – including guidance on setting goals and time management – are 10-15% more likely to remain in college and graduate.

*Stanford University
School of Education*

86-88%

When employees are satisfied with stress levels and work-life balance, they are more inclined to stay with their companies (86% versus 64%) and more likely to recommend them as places to work (88% versus 55%).

Watson Wyatt, 2007

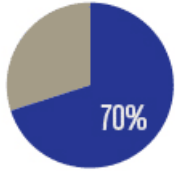
88%

A three-day training intervention with managers increased productivity by 22%, but adding eight weeks of one-on-one coaching after the training pushed productivity to 88%.

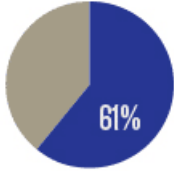
Public Personnel Management

ICF Global Coaching Client Study, PricewaterhouseCoopers

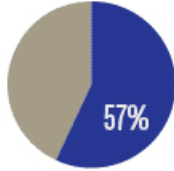
Increased Productivity



Improved
Work
Performance



Improved
Business
Management

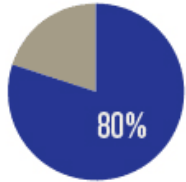


Improved
Time
Management

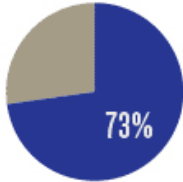


Improved
Team
Effectiveness

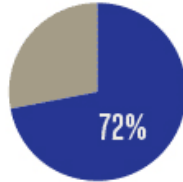
Positive People



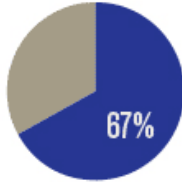
Improved
Self-
Confidence



Improved
Relationships

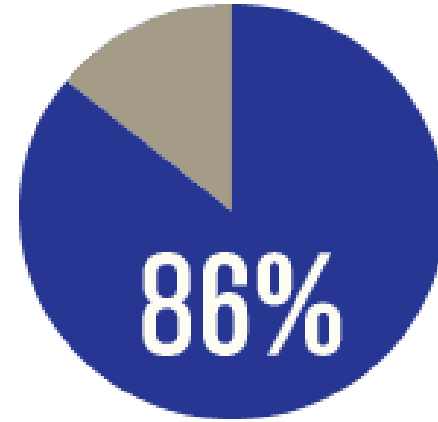


Improved
Communication
Skills



Improved
Life/Work
Balance

Return on Investment





**your
dreams**

Dream Initiative

Dream big, Teaching Fellows!

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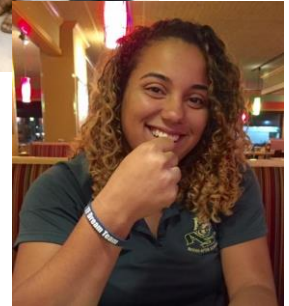
Dream Initiative: Staffing

- Director/Coach
- Contracted PT Coaches
- Fresno State Interns
- .5 Admin/Coordinator



Dream Initiative: Services

- 1:1 Coaching
- Group Coaching



Dream Initiative: Services

- Second PT Jobs
- Resume Building
- Career Coaching
- Workshops



Dream Initiative: Services

➤ “Life Pursuits” Workshops

Finances

First-time Home Buying

Auto Purchase + Maintenance

Fitness + Nutrition

Cooking and More



Dream Initiative: Services

- Meetups
- Community Outreach
- Dream Advisory Team (DAT)
- Care Fund



Dream Initiative: Promotion

- The Motivator
- Teaching Fellows Academies
- Site Lead Meetings
- New Employee Orientation
- Social Media

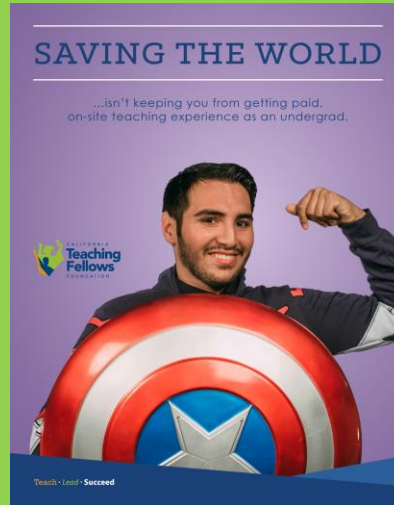


Dream Initiative: First Semester 2016 Data

Launched
September
2016 –
December
2016

1,050	• Number of TFs who regularly read the weekly MOTIVATOR e-newsletter from the Dream Initiative. The rest are infrequent readers.
170	• Number of TFs who have attended GROUP COACHING WORKSHOPS at Teaching Fellows Academy.
99	• Number of TFs served with SECOND PART-TIME JOB opportunities, resume review and career development.
80	• Number of TFs who participated in the 30-DAY CHALLENGE to adopt a better lifestyle habit.
46	• Number of TFs who participated in off-the-clock MEETUPS including a cooking class, Bollywood dance class, running group, and basketball group.
33	• Number of Teaching Fellows and office staff receiving ONE-ON-ONE COACHING to achieve goals, overcome obstacles and improve well-being.
19	• Number of individuals who attended the LIFE PURSUITS: Money Management Workshop financial coaching series.
4.7	• AVERAGE SATISFACTION score between 1-5 (5 being Excellent) awarded to the Dream Initiative.

Power Boosting Tools

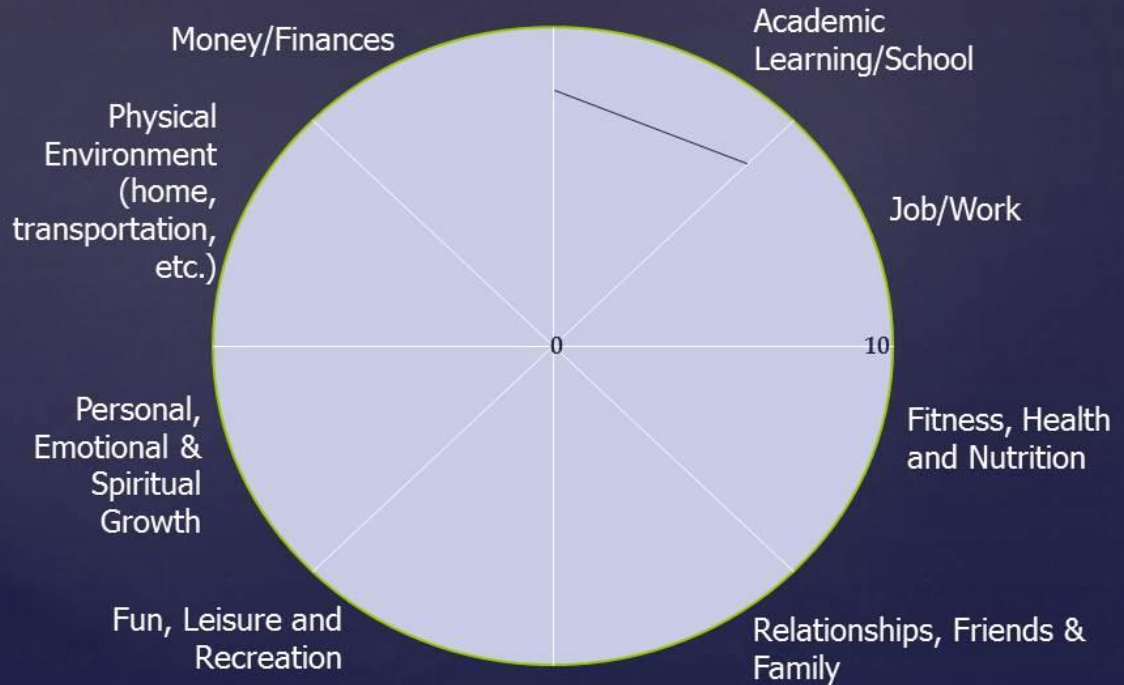


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Activity #1

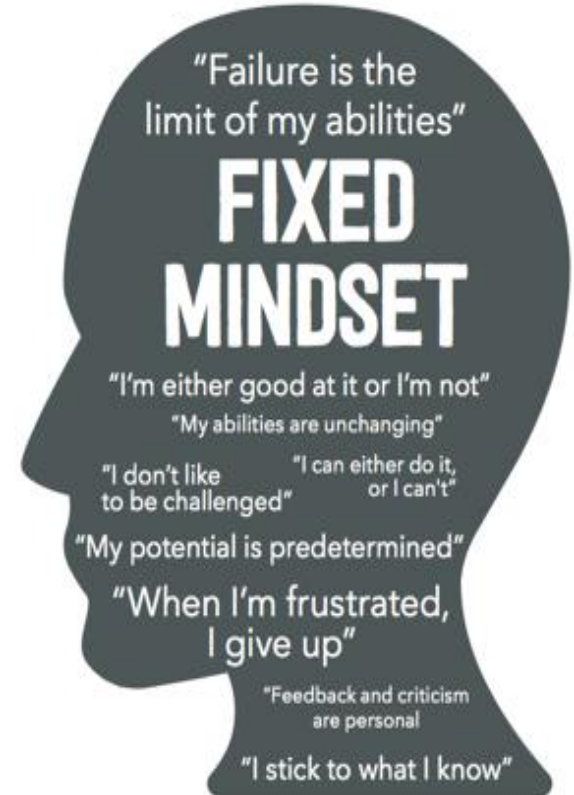
Wheel of Well-being

Self-Discovery Activity: The Wheel of Well-Being



Activity #2

Mindset



Activity #3

Mindfulness Pause



Dream Initiative: Summary + QUESTIONS



BOOST CONFERENCE W O R K B O O K

The Dream Initiative: Empowering a Workforce of Dream Achievers

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April 20, 2017



CALIFORNIA
**Teaching
Fellows**
FOUNDATION



CONCEPTS DEFINITIONS

1. Social-Emotional Learning (SEL)

Social and emotional learning (SEL) is the process through which children and adults acquire and effectively apply the knowledge, attitudes, and skills necessary to understand and manage emotions, set and achieve positive goals, feel and show empathy for others, establish and maintain positive relationships, and make responsible decisions. (Collaborative for the Advancement of Social and Emotional Learning)

Self-Management

- Regulating one's emotions
- Managing stress
- Self-control
- Self-motivation
- Setting and achieving goals

Social Awareness

- Perspective taking
- Empathy
- Respecting diversity
- Understanding social and ethical norms of behavior
- Recognizing family, school, and community supports

Relationship Skills

- Building relationships with diverse individuals and groups
- Communicating clearly
- Working cooperatively
- Resolving conflicts
- Seeking help

SEL Core Competencies



Self-Awareness

- Labeling one's feelings
- Relating feelings and thoughts to behavior
- Accurate self-assessment of strengths and challenges
- Self-efficacy
- Optimism

Responsible Decision-Making

- Considering the well-being of self and others
- Recognizing one's responsibility to behave ethically
- Basing decisions on safety, social and ethical considerations
- Evaluating realistic consequences of various actions
- Making constructive, safe choices for self, relationships and school

Sources: CASEL, Acknowledge Alliance

2. Emotional Intelligence (EQ)

Emotional intelligence is the ability to identify and manage your own emotions and the emotions of others. It is generally said to include three skills:

1. Emotional awareness, including the ability to identify your own emotions and those of others;
2. The ability to harness emotions and apply them to tasks like thinking and problem solving;
3. The ability to manage emotions, including the ability to regulate your own emotions, and the ability to cheer up or calm down another person. (Psychology Today)

3. Mindset

Mindset is a simple idea discovered by world-renowned Stanford University psychologist Carol Dweck in decades of research on achievement and success. In a fixed mindset, people believe their basic qualities, like their intelligence or talent, are simply fixed traits. They also believe that talent alone creates success—without effort. They're wrong. In a growth mindset, people believe that their most basic abilities can be developed through dedication and hard work—brains and talent are just a starting point. This view creates a love of learning and a resilience that is essential for great accomplishment. Virtually all great people have had these qualities. Teaching a growth mindset creates motivation and productivity in the worlds of business, education, and sports.

4. Mindfulness

The practice of maintaining a nonjudgmental state of heightened or complete awareness of one's thoughts, emotions, or experiences on a moment-to-moment basis; the quality or state of being mindful. For example, when you practice mindfulness meditation, you're sharpening your focus (usually by paying attention to one thing) and training your brain to be more mindful.

5. The Dream Initiative

California Teaching Fellows Foundation's Dream Initiative provides a variety of support services to Teaching Fellows to help them define goals, plan, overcome obstacles, and fulfill their dreams. This innovative program seeks to build social-emotional learning in Teaching Fellows—including mindsets, values, knowledge/skills, and self-regulation--so they can pass it on to the young people they serve.





25 Dream Team Coaching Tools and What Teaching Fellows Have to Say!

1. The Wheel of Well-Being
2. Setting SMART Goals
3. Vision Development
4. Values Identification
5. Skills and Resources to Achieve Goals
6. The 30-Day Challenge
7. True Colors
8. Red Zone vs Blue Zone
9. Mindfulness
10. Focus on Gratitude
11. Self-Compassion Exercise
12. Mindset Activities
13. Walk of Shame/Walk of Fame
14. Motivational Videos
15. Motivational Quotes
16. Neural Pathways Education
17. Self-Sabotage Worksheet
18. The Habit Loop
19. Habit Forming Cheat Sheet
20. Time Management Worksheet
21. Power Poses
22. Strengthsfinder Assessments
23. Boundaries Worksheet
24. ABCDE Problem Solving
25. F.A.C.T.S. Activities

The Dream Initiative has literally saved my life, directed me towards my goals, and gave me the extra push to be a better

Take advantage of these services when they are free! One day you may have to pay for knowledge you could have had earlier and for cheaper!

I want to thank you for always being there and encouraging me and for reminding me about the money management classes. Also thank you for listening to me and helping me untangle my

It helped me get clear with my goals and how to achieve them. I have learned invaluable skills to manage stress.

It's made me reflect and think about the things I'm doing and how deal with my life blocks.

Life coaching specifically has made a huge impact in my life and I'm working towards goals I didn't think I could achieve, but little by little I'm succeeding and truly only through life coaching was I able to reach these goals so I'm an advocate for life coaching

The program offers a lot of room for growth and opportunity to advance in areas you might feel incapable. It's also a great place to simply talk and get honest feedback. With so much going on taking an hour out of the week for

Overall different perspective AKA MINDSET! I'm a lot happier and feel more confident in making the changes necessary to

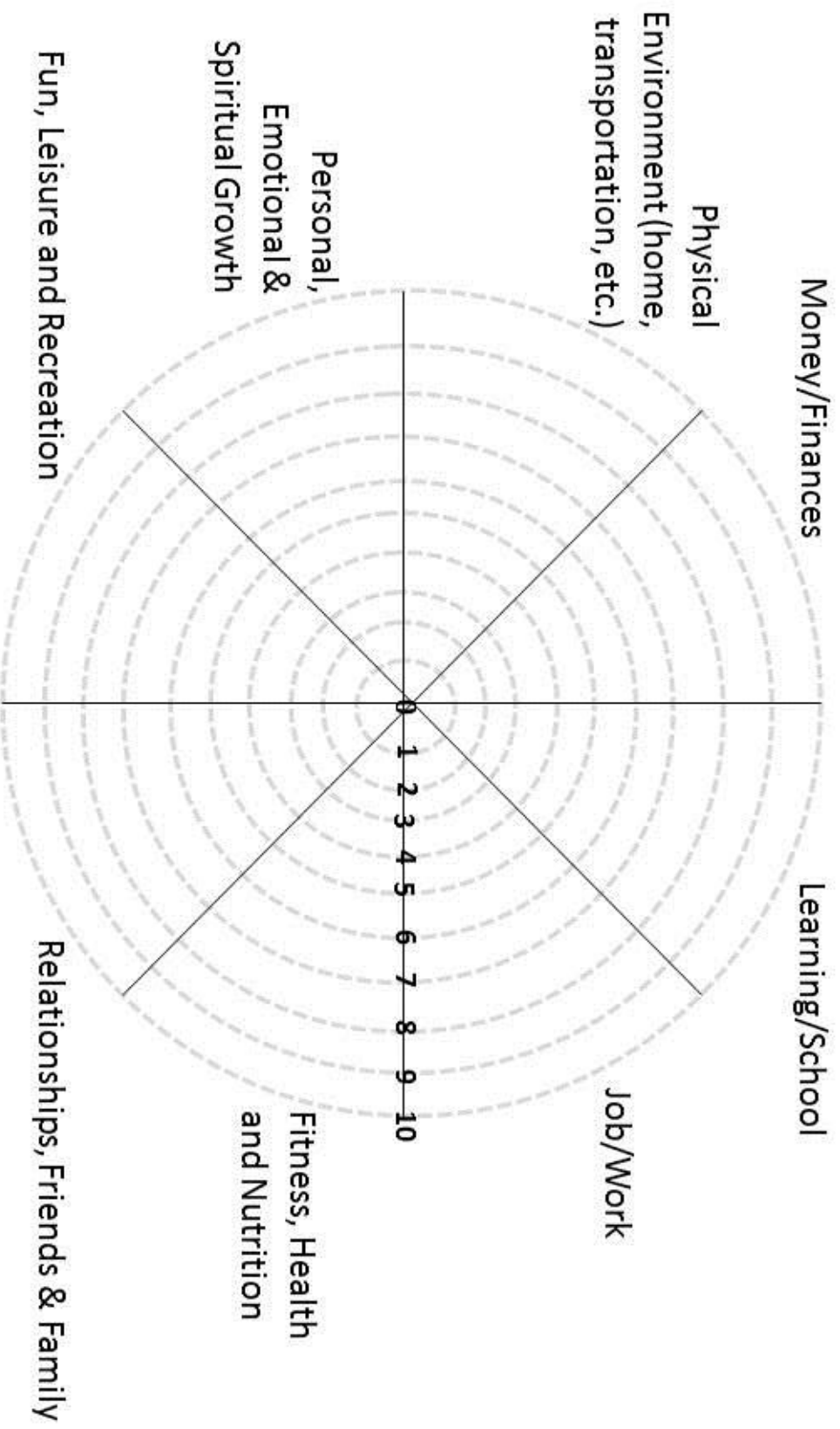
Thank you, thank you, thank you! I can't believe the support I have been receiving from Teaching Fellows. I don't know what I would have done ALONE as far as handling all the life changing situations I encountered this semester. Thanks for being there and giving me that opportunity to succeed.

This is a great resource you should look into if you need help with anything. They go out of their way to help you and make sure you're doing okay. This program makes me feel like I'm a part of something, not just another employee.

The Dream Initiative...has inspired me to make progress with my goals, has helped me manage anxiety, to determine my next steps in several areas of my life, has provided support and encouragement in my personal and work life, and

The dream Initiative is truly a place for self-discovery. You have no idea how valuable taking time out for your self can be until you give it a

Self-Discovery Activity: The Wheel of Well-Being



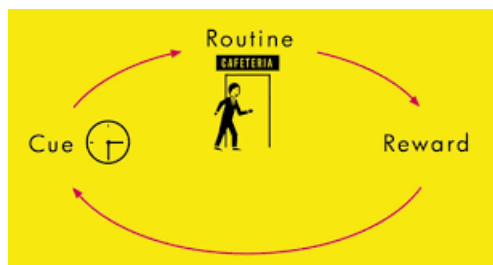
Time Management Tool

Weekly Schedule For _____

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
12:00 AM							
1:00 AM							
2:00 AM							
3:00 AM							
4:00 AM							
5:00 AM							
5:30 AM							
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11:00 PM							
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The Habit Forming Cheat Sheet



The HABIT I will create is _____.

The CUE is _____.

My implementation intention is _____

If (x happens) _____, Then I will _____.

The ROUTINE is _____.

Make it tiny.

I will track my progress by _____.

Use your phone, get a habit tracking app like coach.me, make a chart, or use a wall calendar.

My REWARD is _____.

I will celebrate by _____.

Decide on a tiny celebration to create positive emotions after completing your habit.

CHECKLIST

- ☐ Create a commitment contract.
- ☐ Share my commitment contract with these 1-2 people for accountability: _____
- ☐ Make at least 1 change to my environment that will make my habit easier to do: _____
- ☐ Make at least 1 change to my environment that will make procrastination harder to do: _____
- ☐ Contact a possible accountability partner, mentor and/or coach and ask for support: _____
- ☐ Schedule in 15 minutes once a week to review my efforts and readjust my approach: _____

This is a bonus resource to 'The Ultimate Science-Based Guide to Creating Habits that Sticks' from www.selfcation.com

The HABIT I will create is: Getting up at 5:30 a.m. to walk/jog.

The CUE is: My alarm will go off at 5:30 a.m.

My implementation intention is: I will get up early at least 4 days a week to walk/jog for at least 45 minutes to start my day off healthy and energetically.

If (x happens): I sleep through my alarm, **Then I will:** put it in the bathroom and set a second alarm.

The ROUTINE is: Wake up to alarm. Go to bathroom. Brush teeth. Put on workout clothes. Go to kitchen and make coffee. Drink coffee while stretching. Walk/jog. Just do it.

Make it tiny.

I will track my progress by: Putting a chart in my bathroom and crossing off the days I complete my new habit.

Use your phone, get a habit tracking app like coach.me, make a chart, or use a wall calendar.

My REWARD is: Feeling better, more energy, being healthier, more energy, looking better.

I will celebrate by: Buying a nicer pair of jeans after doing this for 8 weeks.

Decide on a tiny celebration to create positive emotions after completing your habit.

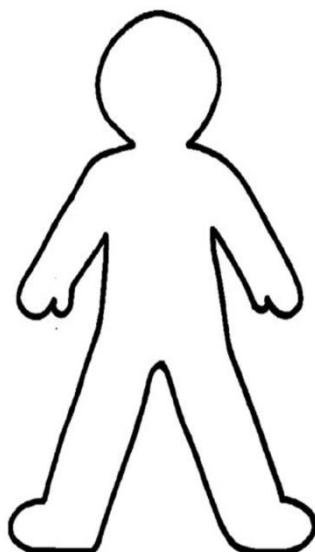
CHECKLIST

- ✓ **Create a commitment contract.** This form is my commitment.
- ✓ **Share my commitment contract with these 1-2 people for accountability (Two is best!):** My best friend and my coach will ask me how I'm doing weekly.
- ✓ **Make at least 1 change to my environment that will make my habit easier to do:** I will put my shoes by the coffee maker the night before so I will keep the process going.
- ✓ **Make at least 1 change to my environment that will make procrastination harder to do:** Put motivational notes on my bathroom mirror next to my chart. I can do it!
- ✓ **Contact a possible accountability partner, mentor and/or coach and ask for support:** My friend wakes up at 5:30 a.m. so she will text me an encouraging message then.
- ✓ **Schedule in 15 minutes once a week to review my efforts and readjust my approach:** Will review how I'm doing on Sunday nights as I prepare for the week.



What is Your VISION?

Create a Vision for your life below. Where do you want to be in 5-10 years? What will your life look like in any or all of these areas: career, finances, education, social/relationships, environment/living, health/fitness, emotional/spiritual, and recreation/fun. Draw a picture of where you want to be? Dream big!



***Values:** your code of ethics or belief system; your internal conception of what is good, beneficial, important, useful, beautiful, desirable, constructive; what is important in how you conduct your life.*

Every day, we meet situations that call for thought, decision making and action. Psychologists tell us that all our decisions are based on beliefs, attitudes, and the values that we hold—either consciously or unconsciously.

Ideally, our choices should be made based on firm values; but we can be unclear about what our values really are. Once we know the relative importance of various personal values, it is easier to resolve conflicts. For example, "Should I eat this junk food all the time when I really do value health and wellness?" or "If integrity is so important to me, should I really be telling a lie in this situation?"

This exercise will strengthen your sense of purpose, which is essential to any plan for success. Your values determine your priorities and reinforce who you are as a person. When you do things that align with your personal values, you feel content and satisfied. Clarifying personal values is the essential first step toward a richer, fuller, more productive and satisfying life.

What are your Top 5-7 Values?

Read the list on the next page. Check up to 10 of the most important values to you. Feel free to add another value that is not listed. Then narrow down that list to the top 5-7 most important words that represent how you want to live your life. Now how can you use your values to achieve your goals?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Values List.

Now go through the list of values below and place an X by the values that you hold in the highest regard in life; ones that are very important to you. While it can be more than 10, try to keep it to 10 selections. Feel free to add a value that is not listed. Be real, there is no judgment in your selections.

☐ Appearance	☐ Friendship	☐ Peace
☐ Authenticity	☐ Future thinking	☐ Perfection
☐ Accountability	☐ Generosity	☐ Perseverance
☐ Achievement	☐ Goal-oriented	☐ Personal fulfillment
☐ Adaptability	☐ Growth (personal/professional)	☐ Power
☐ Ambition	☐ Health	☐ Recognition
☐ Awareness	☐ Helping others	☐ Relationships
☐ Balance (personal)	☐ Honesty	☐ Reliability
☐ Being the best	☐ Hope	☐ Respect
☐ Caring (for others)	☐ Humility	☐ Responsibility/responsible
☐ Commitment	☐ Humor/fun	☐ Results
☐ Community	☐ Independence	☐ Risk-taking
☐ Compassion	☐ Influence	☐ Safety
☐ Competition	☐ Innovation	☐ Security
☐ Cooperation	☐ Integrity	☐ Self-discipline
☐ Courage	☐ Intuition (use of)	☐ Status
☐ Creativity	☐ Joy	☐ Strength/being strong
☐ Decisiveness	☐ Justice	☐ Success
☐ Dialogue	☐ Kindness	☐ Sustainability
☐ Diversity	☐ Leadership	☐ Teaching
☐ Enthusiasm	☐ Learning/discovery	☐ Teamwork
☐ Efficiency	☐ Listening	☐ Trust
☐ Equality	☐ Love	☐ Unity
☐ Excellence	☐ Making a difference	☐ Vision
☐ Fairness	☐ Mentoring	☐ Wealth
☐ Faith	☐ Morals	☐ Well-being
☐ Family	☐ Open communication	☐ Winning
☐ Financial stability	☐ Openness/receptive	☐ Wisdom
☐ First (being first)	☐ Optimism	☐ Other (specify):
☐ Forgiveness	☐ Patience	☐ Other (specify):

Write down 3 ways you may reflect a Growth Mindset versus a Fixed Mindset in the areas of your life below. Then your facilitator will direct you to find a partner and you will be asked to share. Writing it down and speaking about it helps to reinforce your learning. Consider how you will change that Fixed Mindset!



IN SCHOOL

Growth Mindset	Fixed Mindset
1.	1.
2.	2.
3.	3.

IN PROGRAM/AT WORK

Growth Mindset	Fixed Mindset
1.	1.
2.	2.
3.	3.

AT HOME

Growth Mindset	Fixed Mindset
1.	1.
2.	2.
3.	3.



NOTES PAGE



Executive Book Summaries®

www.summary.com

The Dream Manager

THE SUMMARY IN BRIEF

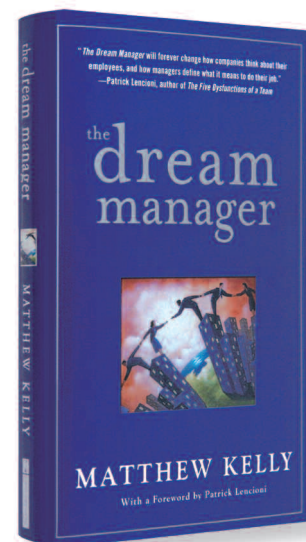
Managing people is difficult. With disengagement and turnover on the rise, many managers are scratching their heads wondering what to do. It's not that we don't dream of being great managers, it's just that we haven't found a practical and efficient way to do it. Until now ...

The fictional company in *The Dream Manager* is grappling with real problems of high turnover and low morale — so the managers begin to investigate what really drives employees. What they discover is that the key to motivation isn't necessarily the promise of a bigger paycheck or title, but rather the fulfillment of crucial personal dreams. They also learn that people at every level need to be offered specific kinds of help and encouragement — or our dreams will forever remain just dreams as we grow dissatisfied with our jobs and lives.

The Dream Manager explores the connection between the dreams we are chasing personally and the way we all engage at work. Taking on the growing problem of employee disengagement, *The Dream Manager* explores the dynamic collaboration that is unleashed when people work together to achieve company objectives and personal dreams.

IN THIS SUMMARY, YOU WILL LEARN:

- How a company can become the best version of itself by helping employees become better versions of themselves.
- How to change the way you manage and relate to people.
- How to recognize the dreams of those that you lead.
- How to inspire your people to achieve their visions.
- How to unleash the power of dreams to keep your business going.



by Matthew Kelly

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THE COMPLETE SUMMARY: THE DREAM MANAGER

by Matthew Kelly

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The Dilemma

The future of your organization and the potential of your employees are intertwined; their destinies are linked.

An organization can only become the best version of itself to the extent that the people who drive that organization are striving to become better versions of themselves. This is universally true whether the organization is a business, school, government, nonprofit or sports team. To the extent that a CEO, an executive team, and a group of managers and employees explore their potential as individuals, so too will an organization explore its potential.

Disengagement

The problem is that the great majority of people in the workplace today are *actively disengaged*. This is the dilemma that modern managers face. To varying extents, people don't feel connected to their work or the people they work with. No single factor is affecting morale, efficiency, productivity, sustainable growth, customer intimacy and profitability more than this disengagement.

If, on average, your employees are 75 percent engaged, disengagement is costing you 25 percent of your payroll every month in productivity alone. The real cost to your business is, of course, much higher when you take into account how disengaged employees negatively affect your customers and every aspect of your business.

The right people are an organization's greatest asset. We may have acknowledged this truth in theory, but we have not allowed it to sufficiently penetrate the way we manage our organizations and, indeed, the way we manage the people who drive them.

It's not that we don't want to engage the people who work with us and for us. In most cases it seems that we simply have not found a practical, efficient and affordable way to do it.

The Dream Manager

The Dream Manager concept provides a revolutionary way of reversing this crippling trend toward disengagement and demonstrates how organizations large and small can actively engage their people once again, thus creating a competitive advantage of monumental proportions.

BusinessWeek reports that, over the next 10 years, 21 percent of top management and 24 percent of all management jobs across all functions, regions and industries will become vacant. Add to this trend an aging population, a shrinking work force and a growing intolerance for the undocumented worker population that provides much of the unskilled labor in the United States today, and you have a talent and labor crisis of enormous consequences across all disciplines — from the highly skilled to the completely unskilled.

But it is not enough simply to hire the right people. The ability to attract, engage and retain talent will be the number one strategic objective of every successful modern leader and organization.

Purpose

A company's purpose is to become the best version of itself.

What is an employee's purpose? Most would say, "to help the company achieve its purpose," but they would be wrong. That is certainly part of an employee's role, but an employee's primary purpose is to become the best version of him- or herself.



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Contrary to unwritten management theory and popular practice, people do not exist for the company. The company exists for people. When a company forgets that it exists to serve its customers, it quickly goes out of business. Our employees are our first and most influential customers.

Finding a way to create an environment that helps employees become the best version of themselves, while at the same time moving the company toward the best version of itself, may seem impossible to many; to others, these purposes may seem diametrically opposed; but in reality, they are astoundingly complementary.

This is the story of how one leader and his executive team set out to transform a business by actively engaging a disengaged work force. ●

PART ONE: DESPERATION

Something was wrong and Simon Roberts knew it. Meandering slowly through traffic on another cloudy morning, he started wondering where life was going, and his thoughts quickly wandered to his job. It seemed so transactional now, and that left him feeling flat and unmotivated. Simon wasn't a lazy person; he loved a good challenge. But lately he'd found himself disengaging from his work, and that bothered him. Something needed to change — he just wasn't sure what it was, or where to start.

He had joined Admiral Janitorial Services four years earlier because solving problems and working with people were the two things Simon was passionate about.

His business card read "General Manager" but as Simon reflected on the past four years, it seemed he had spent most of his time dealing with recruiting issues. "Lead Recruiter" seemed more accurate since, truth be told, 75 percent of his time was spent dealing with issues directly related to turnover.

Admiral Janitorial Services had an annual turnover rate of 400 percent, just above the industry average. Needless to say, team spirit and employee morale were low.

How Much Is Turnover Costing Us?

"It's costing me a fortune," Greg said as he charged through the door. He never had learned to knock, but then again, he owns the company.

Greg founded Admiral when he was just 17 and, over the past 25 years, he has grown the business from a one-man operation to a small army of around 400 employees.

"What's costing you a fortune?" Simon volleyed, though he knew exactly what Greg was talking about.

"Turnover!" Greg said, visibly exasperated.

Coaches and CEOs

A football coach's number one priority is to attract, develop, nurture, organize and motivate the franchise's talent. Coaches and team owners are intimately aware that the future success of their organization depends on the talent they attract, engage and retain.

Finding and nurturing talent is their number one priority. Why should the priorities of a CEO or manager be any different?

"It's hard to know how much this is costing us," Simon said. "We are having to hire for some positions three times a quarter. And it's not just recruitment costs. Turnover affects morale, efficiency and customer relationships. I've been telling you for 12 months that it's a big problem."

Greg nodded. "I know, I know. It's just that now we're starting to lose clients over it. I had a call from Charlie down at P&G today, telling me we're getting a warning letter putting us on a 90-day probationary period. He says our work has been sloppy and they've noticed a constant flow of new faces, and they feel like things are falling between the cracks."

"I wish a pay raise would make them stay, but I'm not sure," Simon replied. "Let's find out what's causing the turnover. Let's find out why they're leaving."

"How will we find that out? Greg asked.

"We'll ask them," said Simon.

Ask Your Employees

The next morning, Simon and Greg met at First Watch to talk more about their turnover problem. It was a relaxed environment.

"So you're just going to go around and ask them why people are leaving?" inquired Greg, half serious and half sarcastic.

Simon replied, "The employees know things about our business that we don't. We should do a survey and ask them why they think so many people come and go. You'll be amazed at what they'll tell us. Nobody knows the business like those who work in the trenches of it every single day. Ask your employees. They know more than you think."

The Initiative

The number one reason people didn't stay at Admiral: transportation.

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“They don’t live near where they work. Many don’t have cars or even a driver’s license, and they’re often working at hours when public transportation is either not available or just too dangerous. Would you want to stand around waiting for a bus in some parts of town?” Simon explained to a disbelieving Greg.

“OK, so what do we do now?” Greg asked.

Simon explained, “My team has thrown around a few ideas, including coordinating a carpooling system, but it’s too unpredictable. What we need to do is put together a shuttle system to bus our employees from their neighborhoods to the job sites.”

“All right,” Greg agreed reluctantly, “but if you’re wrong ...”

Simon cut him off. “No more threats, Greg, because the truth is, I’m miserable the way things are. If we can’t get at this turnover issue, you won’t have to fire me — I’ll quit.”

The following week, the shuttle bus system was announced. Three weeks later, it was fully operational. During the day, Admiral would bus employees to and from certain locations in four key neighborhoods, and at night they would bus them to and from their homes.

The results were almost immediate.

One Year Later

Over the next year, employee turnover fell from around 400 percent to 224 percent. Real progress had been made. A record profit had been posted, and Simon and Greg both knew that the reduced turnover was the biggest contributing factor. And the other factors were all derivatives of having addressed the turnover crisis.

It was also interesting to note that sick days were down 31 percent from the previous year and lateness had been reduced by 65 percent.

Simon left a report outlining these results on Greg’s desk, and left the office.

The next morning, Greg came into Simon’s office with a bonus.

“I want you to know I doubted you at every turn, but the survey and the shuttle bus ideas were great. I actually see the reduced stress among people. It’s more enjoyable for me to come to work and, even though at times I can be rude and impatient, I want you to know that I am grateful.”

Simon could barely believe his ears.

“I need you to do another survey!” Greg barked.

Simon just about fell off his chair. “You hate my surveys.”

“I know. I know. But that was in the past. I hated

your surveys when they were costing me money. Now they’re making me money. Find out what’s next on the list,” Greg said.

“What list?” Simon asked, toying with him a little.

“The ‘Why people leave Admiral’ list!” Greg insisted. “And hire another assistant. You’re going to need one. We are going to get to the bottom of this turnover thing and build an extraordinary team.” ●

PART TWO: THE INITIATIVE

Simon was determined not to lose the momentum. He called an executive meeting to ask the question ... again. “Why do so many people leave Admiral?”

Most just shrugged their shoulders and said, “If we could pay them more, they would stay.”

Sandra Anderson was Simon’s new assistant and he had asked her to sit in on the meeting with him. Not easily intimidated, she spoke up, saying, “The problem is, they don’t see any future in it. It could be a dead-end job, or we could make it a stepping-stone.”

Everyone in the room knew that. It was the obvious answer. But the leadership team had become immune to it. It had been overlooked because they believed they couldn’t change it.

“These people all have dreams,” Sandra explained. “We need to find a way to connect their job today with their dreams for tomorrow. I’ve been studying the turnover reports all week, and it seems that, on average, we keep an employee for about six months. A year ago, the average was three months. Imagine if we could increase that to three years. That alone would radically transform our whole business model.”

“She’s right,” interjected Simon. “I think we can help our employees build a bridge between their NOW and a better FUTURE. Dreams are the bridge. We need to convince them that this is not a dead-end job, and the only way to do that is to demonstrate that working here can help them get where they want to go.”

Dreams Drive Us

Nothing was resolved when the meeting came to an end. Simon trudged back to his office a little deflated. The past year had been filled with great progress, and that had been both fulfilling and exciting. But he knew he was up against another brick wall. This time it wasn’t with Greg — it was with the team.

“What are you thinking?” Greg asked, poking his head into Simon’s office. He sat down and Simon began to speak.

“If you ask people to talk about their jobs, they usual-

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ly reply with a rote answer or a sales pitch they've given a thousand times before, unless they are really doing something that they're passionate about. But if you ask people to talk about their dreams, in most cases you'll see a remarkable increase in their passion and energy."

"So what are you saying?" Greg asked.

"I think Sandra is on to something here. Dreams drive us! We have to find a way to make a connection between people's daily work and their dreams," Simon explained.

Making the Connection

The following week, with Sandra's help, Simon put together another survey.

They called it the "Dream Survey." It was specifically designed to develop an understanding of the employees and their dreams.

"We've asked them about our business, and we've asked them why they think people leave Admiral. Now we need to know what drives our employees," Simon explained to Greg and the rest of Admiral's leadership.

The Dream Survey had only one question: "What are your dreams?"

Some employees wanted to go to college, others wanted their children to go to college. Some wanted a car, others a vacation. What was the most common dream among the employee responses?

Home ownership. More than 60 percent of those who turned in their surveys included the desire to own a home as one of their dreams.

Seeking a Dream Manager

"We need a Dream Manager!" Simon announced.

"Who or what is that?" Greg asked, in a tone that wavered between curiosity and sarcasm.

"A Dream Manager is someone who will help our employees achieve their dreams," explained Simon. "The Dream Manager will meet with employees, discuss their dreams and help them put together a plan to achieve their dreams. Once a month, they can meet with the Dream Manager, assess their progress and discuss next steps. As for finding one, I'm thinking it should be a cross between a life coach and a financial adviser, because most dreams involve a financial component.

"We have to give our employees an opportunity to progress and advance," Simon continued. "When people feel they are progressing, they are much less likely to start looking around for another job. It is when they don't feel that they are advancing that they start to get restless."

"So will the Dream Manager offer career counseling?" Greg asked.

"Once every six months, an employee will have the option to invite his or her supervisor to their monthly Dream Session. During that session, the Dream Manager, the employee and his or her supervisor can discuss a vision for the employee's future — but particularly, what the next career step is and how long it will take to achieve that next step," Simon explained. "They will stay because, for many of them, this will be the first time anyone has ever really sat with them and helped them map out a future. The whole point is that, because of the Dream Manager, the job is no longer dead-end. It becomes a stepping-stone. The Dream Manager Initiative will create a connection between the fulfillment of their dreams and their work."

The Arrival

The following week, Simon interviewed 27 people for the position. Sandra had placed advertisements in all the local job-hunting outlets and the applications had been flowing in.

Sean Evans was the candidate that Simon and Sandra finally agreed to present to Greg as their number one choice. He had a degree in business, had been working as a financial adviser for nine years, had a history of drive and excellence, and his community involvement suggested he was interested in helping people.

Greg took Sean to lunch after a brief get-together with Simon and Sandra. When he returned, Greg announced that he agreed that Sean was the man for the job.

The House

Simon had known from the beginning that it was important to help some employees achieve some big dreams. He knew some early success stories were pivotal to the overall success of the program, because he knew the quicker some dreams were accomplished, the more Admiral's employees would get involved in the Dream Manager Program.

With that in mind, Sean had focused on helping Rita, an Admiral employee, find and buy a house. He was with her at every step in the process, and now it was going to become a reality. In the first few months, there had been several dreams accomplished, but this would be the first big dream to be realized.

Sean had arranged to go with Rita for the closing at the bank, and then Simon and Sandra had joined them to take Rita to her new home. As they drove into the driveway, Sean said, "Well, now it's yours!"

Rita was next to him in the front seat, beaming.

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One hundred and thirty-two days after her first meeting with the Dream Manager, Rita was in her new home. With no money down and a monthly payment just slightly higher than her rent, Rita moved into the first home her family had ever owned. Rita became a living, breathing advertisement for the Dream Manager Program.

After Two Years

By the end of the second year, 11 employees were living in new homes they never thought they'd own and more than 100 employees had fulfilled the first dream on their list.

Turnover was down from 400 percent to just over 50 percent in two years.

The profits were staggering.

Greg took Simon, Sean, Sandra and their spouses to the Caribbean for an off-site strategic planning session. It was a combination of work and reward. They spent five days in Antigua. The beaches were beautiful, the weather gorgeous and the synergy among team members and their spouses was extraordinary.

Each morning, they met for breakfast and then took the meeting to Greg's suite.

Profit Sharing

Greg opened the first session by explaining how successful the Dream Manager Initiative had been and how he wanted to give some of the profits back to the employees.

He further explained that he wanted to redistribute a portion of the profits in three ways: by raising wages and salaries, creating a new bonus system and enhancing the Dream Manager Program.

Greg said, "The truth is, we should ask the employees how they think we should enhance the program. We can't underestimate how important it was that the employees got to have a say in the beginning. We shouldn't shut them out now. Let's keep them involved in the process."

"I was thinking the same thing," said Sandra. "I think it's time for another survey."

Sean stepped in now, saying, "We can put together a short report of the ideas we have come up with, ask the employees to comment on them and assign priority to each of them and let them add any other ideas they have."

They had discovered what they had already known, and found it to be as true as ever. There is no substitute for involving everyone in the process. ●

PART THREE: EXPANSION

Since getting back from the Caribbean, everybody had been asking Simon what the team had decided while they were away. Simon explained that they hadn't decided anything, only that they had come up with some new ideas for the expansion and improvement of the Dream Manager Program, and now they wanted to have the employees' input on these new ideas.

The only thing the group had set in stone while they were away was that they needed to reach full participation in the Dream Manager Program as soon as possible. At this point, only 65 percent of employees had been initiated into the program. With Sean's workload the way it was, it would be up to a year before the rest of the employees who wanted to participate were active in the program.

This backlog meant hiring at least one, and maybe two more Dream Managers. But they wanted the other employees' feedback on this, so the full-participation idea was included alongside their other ideas.

More Survey Results

The surveys went out and came back in record time and with a record level of respondents. The overwhelming majority of employees listed full participation as the number one priority of the Dream Manager Program over the next three to six months.

Greg, Simon, Sean and Sandra had come up with some great ideas, but they had missed something that might not have occurred to them had they spent six months in the Caribbean, instead of five days.

The number one request from the employees in the survey was that their children be able to meet with the Dream Manager.

"Our children need a Dream Manager," or similar phrasing, appeared on 71 percent of the surveys returned.

Culture of Dreams

Simon and his team at Admiral were building a culture of dreams. The notice board in the employee lunchroom was now covered with photos and other evidence of dreams achieved.

Each month, when the employees came to headquarters to meet with their Dream Manager, they were encouraged to stop by and check out what was happening in the lives of other employees.

The executive team had been having a series of meetings to discuss a new bonus system.

It had been 11 quarters since the birth of the Dream

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Manager Program, and profits every quarter had steadily increased. Greg had been pouring money back into the program, but nowhere near as much as the profits had been increasing, and now he wanted to give back to the employees in some way.

“I don’t want this to be a one-time thing,” Greg said to the team. “I want us to create a structure whereby a percentage of increased profits will go to the employees every year.”

“What did you have in mind?” Simon asked.

The Proposal

“Well, I was thinking we could do three things. First, an across-the-board pay increase for all employees. Next, I thought an annual bonus system based on company and personal performance. In this case, we could allocate a certain amount to each team or department, based on profit, and they could decide how to divide it among themselves. Finally, I would like to start a Dream Fund. A percentage of profits each quarter will go into this fund. Each employee can apply for a grant from this fund for the fulfillment of a specific dream. The managers and employees can vote to say who gets the grants. We could assign categories, perhaps \$500, \$1,000 and \$2,500 to begin with.”

The Dream Bonuses and pay increases were, needless to say, a huge hit with the employees, and they provided yet another injection of enthusiasm. Anyone who thought this was going to be a passing fad was now convinced that the Dream Manager Program was here to stay.

Today

Today, five years after the birth of the initiative, more than 98 percent of Admiral employees participate in the Dream Manager Program. Home ownership among employees has tripled in five years, consumer debt among employees has been reduced by 40 percent — and 2,785 significant dreams have been accomplished.

Turnover has fallen from 400 percent to just 12 percent over the five-year period, and Admiral’s internal placement program accounts for 70 percent of that turnover. Gross revenue has tripled, and the number of employees has risen from 407 to 742, including 11 Dream Managers. Profits have risen every quarter since the program was initiated.

Once a month, employees meet with the Dream Manager in order to take time to dream up a richer, more abundant future for themselves and their families.

Today, the children 12 years and older of Admiral employees can meet with a Dream Manager once a

What’s Your Dream?

Dreams are invisible, but powerful. Think for a moment of electricity. You cannot see it, but it keeps everything going.

Should you doubt that electricity keeps everything going, turn off the electricity at your office tomorrow! You will find that little if anything gets done and that most of your employees will go home for the day.

So it is with dreams. They are invisible but powerful. You cannot see them, but they keep everything going.

month to discuss their future and their dreams.

At the last annual dinner for employees, Greg said in his speech, “Why are so many people so amazed by what we do here at Admiral? I ask myself this question all the time. Why is it so surprising to people to discover that if you treat people like people, they respond like people? Dreams are at the core of every person. It is there that our passion for life is ignited.”

The temptation is to convince yourself that your employees’ dreams are not relevant to your business. That is only true if your employees are not relevant to your business — and if that were true, why would you employ them?

You can ignore people’s dreams, but it will be at your peril. You will pay an enormous price if you do. ●

Getting Started: Applications and Tools

You have your own dreams to dream and your own adventures to pursue. Some time today, *drag yourself* away from all that occupies your daily attention and write down your dreams. Make a list of 100 dreams. If you absolutely cannot do it today, at least take a moment to schedule it for tomorrow or the next day. And if you find yourself putting it off, ask yourself why.

Just start writing. Don’t place limitations on yourself. Dream and write from that stream of consciousness, as if anything were possible.

As you write your Dream List, here are 12 areas to stimulate a good cross section of dreams: physical, emotional, intellectual, spiritual, psychological, material, professional, financial, creative, adventure, legacy and character.

For the next week, take 10 or 15 minutes each day just to read through your Dream List. Other dreams

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may come to mind — add them! You may decide some dreams are not really you, or not that important to you. Delete them from the list if you wish, or leave them there so you can look back in time and see what you thought was important to you.

After one week, go through the list and apply one of the following three categories to each of your dreams: short-term (within 12 months), mid-term (one to five years) or long-term (five years or more).

The next step is to get a Dream Book. Start to write down your dreams and ponder them from time to time so that you don't lose sight of them in the midst of your daily activity.

Changing Expectations

A new breed of corporate loyalty is both possible and necessary. We simply need to change our expectations. No company can keep an employee that doesn't add value and help that company become the best version of itself. Simple economics demands that such an employee cannot remain. At the same time, a company cannot reasonably expect an employee to be loyal if that company's demands and expectations consistently lead an employee to become a lesser version of him- or herself.

The new breed of loyalty will be based upon an understanding between employees and companies of one another's purpose — to become the best version of themselves. Some may scoff and beg this conversation to return to reality — but consider the companies that find themselves on *Fortune's* elite list of the best companies to work for. Of course they strive for and achieve better than average profits, but if you glance down the list of criteria, you'll discover a list of company initiatives that, directly or indirectly, help employees become better versions of themselves. These companies believe that if they help their employees become better versions of themselves, the company will necessarily become a better version of itself.

Corporate Loyalty

Walk through the hallways of these companies and you will see a highly evolved form of corporate loyalty emerging. These companies understand that if they help their employees achieve their purpose as individuals, the employees will in turn be more passionate about helping the corporation achieve its purpose and goals.

This new breed of corporate loyalty is the clay from which a highly evolved and cohesive type of team can be built and managed. The “us versus them” mentality that has been fostered for hundreds of years in the workplace desperately needs to be replaced by a spirit of

dynamic collaboration. This level of collaboration can only be achieved when both managers and employees are convinced that each has the others' best interests in mind.

When a company's culture opposes its employees' purpose (that is, hinders employees from becoming the best version of themselves), the employees will consciously or subconsciously oppose the company's goals and objectives. This in turn will prevent the company from achieving its purpose (that is, becoming the best version of itself). The individual purposes of employees and companies are inseparably linked.

The 21st Century Manager

Many people have been putting together strategic plans for their organizations or departments for decades, but they have never created a Personal Strategic Plan.

Teach people the importance of strategic planning in their own lives and they will understand its importance in the life of your company. The same is true for dreams and goals. If you want to engage employees in corporate dreams and goals, you must first engage them in their own personal dreams and goals.

Dreams provide fascinating insights into what drives people. This is indispensable knowledge for a manager of any kind. Use employee reviews as an opportunity to take an interest in the dreams of the people who report to you.

Take an active interest in the dreams of the people on your team and in your life, encourage them to move boldly in the direction of their dreams and have the courage to share your own personal and professional dreams with them. Over time, the people who surround you will begin to do the same among themselves, and you will witness a new spirit of collaboration — and the unrivaled power of a culture of dreams.

It is a different approach. Different is exactly what is needed in the corporate arena if we are going to engage employees and build dynamic teams. So, don't be ordinary. ●

RECOMMENDED READING LIST

If you liked *The Dream Manager*, you'll also like:

1. ***Outsmart!* by Jim Champy.** Jim Champy identifies the counterintuitive lessons learned by companies that have been able to sustain super-high growth for at least three years straight.
2. ***Ideas Are Free* by Alan G. Robinson and Dean M. Schroeder.** The authors provide the road map for totally integrating ideas and idea management into the way companies are structured and operate.
3. ***Built to Last* by James C. Collins and Jerry I. Porras.** This business classic shows you how to surge ahead with audacious goals, preserve your ideology, create a cultlike culture and ensure your organization's future.