

A Message from the President

Upcoming Events

2008 Microsoft Worldwide Partner Conference

Houston, Texas
July 7-10, 2008

Retail Shipper's Expo

Las Vegas, NV
August 14-17, 2008

Parcel Forum

Chicago, IL
October 6-8, 2008

Jim Barnes will speak on "Supply Chain Strategy."

I have the privilege and honor to often meet with executives of both small and large distribution and manufacturing centric organizations. I also have the opportunity to sit in a number of executive team management meetings that are focused on tactical and strategic operations, financial reporting, technology deployment and operational improvement projects.

Over the last 5 years, I watched and witnessed what makes these executive management teams successful. I believe I have the recipe for success, regardless of the company's size.

First, there is a clear leader among the executive management team that is respected by his or her peers.

Second, there is the utmost trust between each team member. Each member's strengths and weaknesses are known by the other team members. I believe there is a level of vulnerability that exists when each member knows the other on both a business and personal level.

Third, these teams do not hide from conflict. In fact, they thrive on conflict. They challenge each other to make decisions and once a decision is made there is no second guessing that decision. I love the quote "those who do not trust others do not trust themselves." The decisions that are made by a successful team are fully supported and action plans are executed.

Fourth, there is complete commitment by the team members. These executive are fully engaged. They work long hours and make personal sacrifices for the good of the team and the company. Bottom line is that there is not room for team members who are self serving. For example, Michael Jordan did not win a World Championship by himself. He surrounded himself around great teammates that elevated his game.

Fifth, there is accountability. Accountability is defined as "taking actions with one's intent." There are no politics. I once read that politics is defined as not stating your real intention, but stating your position to manipulate others. Ring a bell?

Finally, the most successful executive management teams have clearly defined and measurable goals. They know where they are going; they keep score and constantly track their progress. They readjust when they get off track. I equate it to the Edward Deming process improvement wheel: 1) Plan, 2) Do, 3) Check and 4) Act.

Ask yourself if your teams are dysfunctional. Use the sample guide on the left to determine if your team is functional or dysfunctional. I would also encourage you to read *The Five Dysfunctions of a Team* by Patrick Lencioni.

Passionate about logistics,

Jim Barnes
President & CEO, enVista

Question	Score: 3-Usually 2-Sometimes 1-Rarely	Score
1 Team members are passionate and unguarded in their discussion of issues.		2
2 Team members call out one another's deficiencies or unproductive behavior.		1
3 Team members know what their peers are working on and how they contribute to collective good (goals) of the team.		2
4 Team members quickly and genuinely apologize to one another when they say or do something inappropriately or possibly damaging to the team.		2
5 Team members willingly make sacrifices (such as budget, turf, head count, making meetings) in their departments or area of expertise for the good of the team.		2
6 Team members openly admit the weaknesses and strengths.		1
7 Team meetings are compelling and not boring.		2
8 Team members leave meetings confident that their peers are completely committed to the decisions that were agreed upon, even if there was initial disagreement.		1
9 Morale is significantly affected by the failure to achieve team goals.		2
10 During team meetings, the most important/difficult issues are put on the table to be resolved.		1
11 Team members are deeply concerned about the prospect of letting down their peers.		2
12 Team members know about each others personal lives and are comfortable discussing them.		2
13 Team members end discussions with clear and specific resolutions and calls to action.		2
14 Team members challenge one another about their plans and approaches.		2
15 Team members are slow to seek credit for their contributions, but quick to point out those of others.		2