# HILTON & ASSOCIATES CONSULTING INC.

*"WE DEVELOP PEOPLE, LEADERS AND TEAMS THAT CREATE OUTSTANDING RESULTS."*

## AREAS OF EXPERIENCE & EXPERTISE

*HILTON & ASSOCIATES CONSULTING INC.*
1747 BELLELYNN PLACE
NORTH VANCOUVER B.C. CANADA
V7J 2T9
604-987-4151 FAX 604-987-4183
**dennishilton@shaw.ca**

Since 1988 Hilton & Associates Consulting lead by the principle of the company Dennis Hilton and his team have developed processes and tools to help clients develop better hard-business and soft-people results. We have a significant client list, in a range of industries using these tools and processes tailored to improve each organization's results. These topic areas can be delivered as keynote presentations, facilitated during workshops, and planning sessions and team building events, as training and development processes as well as strategies to change corporate culture by re-focusing and re-directing staff. We work with public and private sector, union and non-union as well as profit and not-for-profit organizations and businesses.

## MANAGING THE PROCESS OF IMPLEMENTING & INTEGRATING CHANGE

Managing the "process of change" is a key tool for changing what gets done and how it gets done in organizations. We have significant expertise in understanding people, their behaviours and their relationship with change and what they require on-the-job to support the changes being considered. We ensure that your staff knows how to use the Change Process to effectively introduce and implement change and then use the process to integrate the desired changes into the day-to-day practices and results of all staff.

## MENTAL MODELS – CHANGE THE MODEL/PERSPECTIVE CHANGE THE RESULTS

Many organizations are locked into seeing their business and the stakeholders in a way that serves no one particularly well. We will help your team discover the mental models that work and don't work for them and then help them develop new Mental Models so they create better results.

## STRATEGIC FOCUS/PLANNING

We have facilitated many strategic planning sessions with senior management teams to create or re-create focus and direction. The primary objectives of these planning efforts is to create common understanding through open and honest dialogue, reach full agreement with the players as to which direction the ship is heading and create common focus – "here's what we are here to do." This is all summarized in an action plan, which outlines who will do what by when. A primary focus of our work with clients involves helping them "learn to think strategically" so they succeed at improving personal, team and organizational productivity and performance.

## EMPLOYEE / WORKPLACE CULTURE SURVEYS

Survey tools are designed to create a snapshot in time of workplace morale, motivation and understanding. Survey results leads to increased understanding for all staff, but particularly management in their desire to understand why the organization and its people are or are not creating the hard-business and soft-people results they want. Surveys often uncover obstacles or workplace perceptions that stand in the way of improved performance and productivity and identify what can be done to overcome them. Surveys are a very good tool to benchmark organizational change and prove to internal skeptics that progress is being made – *based on results.*

## CUSTOMER SERVICE EXCELLENCE

**A major part of Hilton & Associates focus has involved the research and development into how companies and, more importantly employees at all levels can deliver Customer Service Excellence everyday.** We have developed a four step process companies use to create a workplace culture committed to Delivering Customer Service Excellence. A significant portion of this process focuses on greatly increasing staff awareness about what customer service is, why it is important, how employees at all levels will benefit and how to become Committed to Delivering Customer Service Excellence. Our mental models for Developing Customer Service Excellence are state of the art – they create duplicatable and sustainable results.

## SUCCESSION PLANNING – MORE IMPORTANT THAN EVER

**Demographics are changing everything.** We will soon be in an "employee's market" where they call the shots – some industries are facing this problem right now. Businesses must plan for and face this looming challenge to ensure they have an adequate supply of talent needed to survive. We help our clients develop the strategies, policies, systems and structures so they actually "develop the People, Leaders and Teams they need to Create Outstanding Results."

## RESPONSIBILITY & ACCOUNTABILITY FOR RESULTS

The lack of accountability for the results that too many organizations experience has a start in how the tool of accountability is used. Far too often it is used, as a "weapon" to attack, make wrong, criticize, shift blame and put down others for poor/unacceptable results. Few employees want to be on the receiving end of this "tool/weapon."

**"That's not my job, that's not my fault,"** indicates that employees are not willing to be more responsible or be "pro-active" in creating the results that they do want. "What I put out I get back" is the essence of responsibility and accountability. Our mental model is simple, powerful and effective. Our renowned class, *"Reasons or Results YOU Choose"* helps employees make more effective choices leading to measurable increases in productivity, performance and results.

## COMMUNICATION & CONFLICT SYSTEMS

**The source of conflict in the workplace often can be traced to inaccurate, incomplete and ineffective or mistimed communication.** The other major source of conflict revolves around strong disagreements between employees at all levels about the focus and direction of their / our work. All too often staff and departments work at "cross-purposes" to each other and the organization's direction. We help set up communication protocols, process and systems that ensure that people are informed and up-to-date. "Nobody told me/tells me anything" is unacceptable in a pro-active, forward-thinking organization and illustrates that employees are not taking responsibility for being informed.

## EMPLOYEE DEVELOPMENT

**"Why aren't there any good employees out there?"** The focus of our approach to orienting new employees and re-training existing staff goes directly to the results of our research into the answer to this question. We focus on the foundation of principles, beliefs and attitudes that helps all new employees "be good or better right away." As part of this process we ensure that employees know how to make their work and job more meaningful. Employees who work primarily for money will never be paid enough, they'll be resentful work hard enough to not get fired. Employees who approach work with "high purpose" are more effective, productive and happier; they add more value to internal and external customers, the company and their own bottom line.

## MANAGEMENT DEVELOPMENT

**"How do we want our supervisors and managers to supervise and manage?"** This is the key question we use to develop the specific criteria for educating all supervisory personnel. Our approach to assessing and developing highly competent and effective supervisory personnel is based on them understanding the foundation upon which their organization or business is built. We ensure they learn how to focus on attitudes and behaviours that ensure they and their teams deliver the hard-business and soft-people results that their company needs to succeed in our highly competitive – changing marketplace.

## LEADERSHIP DEVELOPMENT

**Leadership is about getting people to follow in mostly a non-coercive fashion. Leaders lead through a compelling vision, clear expectations of performance and accountability.** We ask leaders; "if you were leading will anyone follow you" – or "who will go to battle for you and with you when the call goes out?" Leaders are grounded in values and ethics that are transparent and consistent. Leaders know that their effectiveness is "based on results" and their own example.

## TEAM DEVELOPMENT

**The old-fashioned word for "teamwork" is cooperation. The lack of cooperation / teamwork in many workplaces is rampant - there is inter-departmental competition, withholding of information, focus on self-interest etc. Why does this happen?** Because employees are paid for their own work, they work for money, and jobs are segmented even separated, as are departments. Comments like "If sales or shipping would get their act together our results would be better" illustrate that there is a lack of "team" thinking and no wonder. Staff have rarely ever been educated on what teamwork really is and how they will benefit and don't forget that the way people are compensated acts as a significant deterrent to "real teamwork." Our unique approach to developing teamwork deals directly with the underlying misunderstanding and confusion that exists and helps all levels see the value of "team."

## SITUATIONAL COACHING OF INDIVIDUALS IN HOW TO STAY IN EFFECTIVE ACTION

**It is far easier to fix a problem before it happens than try and fix it after the fact. Situational coaching helps employees at all levels confirm that their strategies and planned action will produce the desired results prior to taking action**. Coaching carried out in person or by telephone helps individuals address workplace issues of all sorts in a timely, direct, helpful and effective manner. Competence and confidence increase more quickly so employees become more "pro-active" in addressing issues, solving problems and generating better results.

## HIRING RIGHT THE FIRST TIME – *STRATEGIES AND PROCESS TO STRENGTHEN THE TEAM*

**Many organizations struggle with hiring the right people and our politically correct era has made the process of hiring even more challenging.** Our hiring process is tailored to fit the particular needs of each client so the staff charged with the responsibility of screening; interviewing and hiring are far more effective. We believe that the onus or pressure should be on the applicants in demonstrating or proving they are the person worthy of hiring. We believe there are four components to screening applicants; do they have the Technical Skills, the Customer Service Skills, the People and Social Skills and the Team Skills? All four of these areas must be probed.

**A major portion of hiring right the first time has to do with what happens after the employee is hired.** The new employee orientation program, probationary work period system and structure along with the initial and ongoing assessment of contribution and performance are as important as hiring the right person using the best techniques. It must be remembered that resumes and "passing interviews" are skills that are taught everywhere today and like tests in school many can and do pass. However passing the interview doesn't mean they will become a capable, or effective employee.

# "WHAT GETS MEASURED GETS DONE!"

## PERFORMANCE IMPROVEMENT SYSTEMS – *PERFORMANCE COUNTS*

**The lack of accountability is a predominant source of so many mediocre companies performance.** In 1988 we began working with our clients to develop performance improvement systems designed to deal with "performance problems" in a timely, direct and helpful manner. "What gets measured gets done." The common "job description" falls far short of outlining the measurable aspects of work that each employee must take responsibility for delivering.

### HERE ARE THE COMPONENTS:

#### KEY JOB REQUIREMENTS KJR

These "hard" - tangible expectations of performance outline as specifically, read measurable, as possible "what" the employee must accomplish on the job. (KJRs are job specific)

#### PERFORMANCE EXPECTATIONS PE

The "soft" - intangible expectations of performance outline "how" employees are to treat both internal <u>and</u> external customers. They describe how the organization's values show up ethically in the day-to-day actions of all staff. There is one set of Performance Expectations for all employees at all levels.

### CUSTOMER SERVICE STANDARDS CSS

Customer Service Standards outline to the paying – external customers how they can consistently expect to be treated by internal customers. CS standards eliminate the "double-standards" that far to often exist in the workplace – *"You ought to treat your employees as well as you treat your customers."* These same standards or values also apply to how internal customers or co-workers are to be treated.

### PERFORMANCE STANDARDS FOR SUPERVISORS & MANAGERS PS

**All supervisory staff must lead and manage their teams with dignity and respect.** Every supervisor and manager and all employees report to someone. How does their boss treat them? Is it all over the map or is it consistent in thought, word and action? Inconsistency in supervisory and management behaviour creates, mistrust, fear and fuels the all too common "us vs. them" mindset – a divided team cannot and will not deliver customer service or business excellence. PS for supervisors and managers are based on the answers to this question, "How do we want our supervisors and managers to supervise and manage us?

## HERE ARE THE TOOLS:

### P.R.I.D.E. REVIEW SYSTEM - PERSONAL RECOGNITION IN DEVELOPING EXCELLENCE

**Employees at all levels receive timely, direct and helpful feedback on how well they are honouring in word and sprit the organization's Performance Expectations, Key Job Requirements and CS Standards.** In addition supervisory and management personnel receive feedback from the people they supervise and manage based on the Performance Standards for Supervisors and Managers as a component in their P.R.I.D.E. review.

### THE INTERIM PERFORMANCE IMPROVEMENT PROCESS

This is a four step discipline process used to re-focus and re-direct employees at all levels whose performance has slipped and has not improved on their own initiative or despite the informal intervention of their supervisor. The context of the manager using this tool is, "I give each employee every opportunity to align their job performance with clearly communicated expectations" as I take them through this performance improvement process.

## INTRODUCTION, IMPLEMENTATION AND INTEGRATION – CREATING RESULTS

The three step process of "making change stick" starts with **INTRODUCTION**. It is accomplished through education and communication of vision and strategy and describing what will change.

**IMPLEMENTATION** is step two and it deals with applying the "new ways" individuals and the organization is going to, for example communicate.

**INTEGRATION** of new actions and behaviours into the day-to-day activities of all staff is the most important step because staff at all levels quickly find out if management is committed to making the change stick and walking their talk or they simply confirm through management's inaction that the change being considered is simply another "flavour of the month."

**"What gets measured gets done" ensures that staff knows that they need to follow through and show the hard-business and soft-people results needed to survive and thrive.**