It’s My Pleasure
By Dee Ann Turner
Reviewed by Judy Zimmerman

About the Authors
Dee Ann Turner has dedicated over 30 years to her career at Chick-fil-A, currently serving as Vice President, Corporate Talent. Dee Ann has a passion for people and it reflects on her ability to build the foundational basis of talent recruitment, selection and retention. Dee Ann attended Cincinnati Christian University in Cincinnati, Ohio, majoring in Journalism and Christian Education. She later completed her education at Clayton State University in Atlanta with a degree in Management. She has a passion for missions that support women and children and strengthen families.

About the Book
“We should be about more than just selling chicken. We should be a part of our customers’ lives and the communities in which we serve”
S. Truett Cathy 1921-2014

Businesses are built by growing relationships with customers. Culture is created by the stories those relationships tell. Two of the most important differentiators of a business are its talent and its culture.

“We have strived for it to be said of Chick-fil-A that our talent is the best in the industry, and that our ‘small-company’, family culture is amazing to observe.” – Dan Cathy

Talent selection and leadership development systems are a key reason Chick-fil-A attracts over 25,000 annual applicants for their corporate office, and over 30,000 annual applicants to become restaurant franchises. The majority of their corporate staff members and franchise owners remain with the company their entire career.

“If anyone has ever wondered what draws so many people to Chick-fil-A, and what makes the culture so unique, this book will definitely answer the questions.” – Dan Cathy

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WITTIGS
A Compelling Culture

Creating a Compelling Culture

“Truett Cathy modeled servant leadership before it had a name or was all the rage among business gurus. From the very beginning, he based his business on Biblical principles and made it clear how he would treat his employees and his guests.” – pg. 9

Truett believed that businesses are built on growing relationships with customers. Culture is created by the stories those relationships tell. Each guest and team member does not just have a story; they *are* a story!

Truett believed if you select the right person again and again, the collection of the character, competency and chemistry of those people would develop and strengthen the culture over time. One person at a time.

4 Key Factors to Model in Truett’s footsteps:
Integrity: Truett’s integrity causes others to examine their own character.
Loyalty: to guests, Operators, staff, vendors, and friends
Generosity: give of your time, talent and treasure to others.
Commitment to excellence: do your best and give your best every day in every way.

“To create a compelling culture requires intentionality and vision. Imagine the future and then design the path to align the organization with that future. The culture is the soul of the organization. Culture defines the values and behaviors that are acceptable and expected. At Chick-fil-A, we call it living life together.” Pg. 11

Several critical steps:

1. Begin with a clear purpose for existing. Chick-fil-A did not establish its well-known corporate purpose until 1982, nearly 20 years after its incorporation.

   “To glorify God by being a faithful steward of all that has been entrusted to us. To be a positive influence on all who come in contact with Chick-fil-A”

2. Create a challenging Mission. WHAT are we in the business to do? Evaluate this continually.

3. Determine core values. These values are the fundamental beliefs that inform decisions, actions and behaviors and rest at the heart of the culture. What do we believe in? Do we have experiences in our organization that support our beliefs? HOW do we express those beliefs?

   Core values of Chick-fil-A: Excellence, Integrity, Generosity and Loyalty.
   • Excellence: Businesses do not become excellent in the big areas without focusing on the small details too.
   • Integrity: At the heart of integrity is trust. Greatest example is remaining closed on Sunday.
   • Generosity: The principle of stewardship was very important because it brought great JOY to be generous.
   • Loyalty: Truett expected the staff to give their very best effort to make every employee succeed.
4. Set guiding principles. These act as “true North” on the compass of an organization. These answer the question “Why do we do what we do and HOW do we do it?” Every organization needs guiding principles to direct its members and shape the behaviors that support the purpose and mission.

Building a Team that Creates a Compelling Culture

“If I were running a company today, I would have one priority above all others: to acquire as many of the best people as I could because the single biggest constraint on the success of my organization is the ability to get and to hang on to the enough of the right people.” – Jim Collins, Author of Good to Great

Select Talent – People decisions are the most important decisions we make.

“Who we decide to take on the journey with us can ultimately determine our success in business, marriage and relationships. Wise choices in the beginning provide a better chance of success in the end.” – pg. 27

6 Critical Steps to selecting the right WHO:
1. Carefully craft the profile of the role you wish to fill on your team.
2. Cast a wide net to search for candidates.
3. Prepare for the interview with behavioral based interviewing questions.
4. Thoroughly check references
5. Encourage the candidate to make his own careful evaluation before joining your team.
6. Commit to success

Select for Character
“Evaluating character is not difficult if the standard against which it is being evaluated is clear. Generally, a great place to start is to determine if the candidate can support the organizational purpose, mission, core values and guiding principles.” – pg. 31

Select for Competency
“When I think of hiring people, I think of quantity. Do I have enough people to get the work done? Do I have enough people to run this shift? Do I have enough people to serve the guests? When I think of selecting Talent, I think of capability. Do I have the talent to grow the business? Will my Talent provide the kind of service that will attract more customers? Will my Talent possess soft skills that encourage our guests to tell others about their great experience?”

Select for Chemistry
This is the most difficult to identify but it is important to discern which styles, personalities, strengths, weaknesses, attitudes and desires will combine well to benefit move the team forward. The selection of Talent is an art, not a science. It is a skill that is improved and perfected over time.

“At the end of every Operator interview, I always asked myself a question taught to me by a former boss: ‘Would I want my three children to work for this person?’“

Sustain Talent – If you are to have the Talent we need to be competitive in the future, we must focus on the sustainability of people.
Sustainable Talent can be considered in three ways:

1. They are physically healthy.
2. They are mentally healthy.
3. They are emotionally healthy.

**Steward Talent** – Just like financial resources, Talent is a resource to be stewarted, not squandered. “If we are good stewards of financial resources, we are careful to plan how we will invest them. The same is true with Talent. To be a good steward of Talent, we plan how we will invest in our staff” – pg. 45

Key ways to steward Talent:

1. Tell the truth. The kindest thing you can do for someone is tell the truth, especially when providing feedback.
2. Provide opportunities to develop and grow that talent.

**Steward Emerging Leader Talent** – “young people who are now in school will enter the workforce working jobs not yet invented. They are a generation accustomed to a fast pace, immediate availability of information and constant change. This group of talent is looking for opportunities to add value and contribute immediately.

Ways to steward Emerging Leader Talent:

1. Give them real responsibility early and often.
2. Ask their opinion.
3. Create a clear development path.
4. Advocate for them.
5. Allow them to fail without it being fatal.

**Steward Seasoned Leaders** – Often organizations focus only on the value of developing new leaders and neglect the development of seasoned leaders.

Ways to steward Seasoned Leader Talent:

1. Enable seasoned leaders to mentor other leaders.
2. Ask seasoned leaders their perspective about broad issues in the organization.
3. Don’t assume seasoned leaders do not have new ideas.
4. Tap into the wisdom of seasoned leaders.
5. Continue to invest in the growth of seasoned leaders.
6. Respect and appreciate seasoned leaders.

As a leader and steward of Talent, your best results will come from leveraging all of the talent available to you.

**Growing a Compelling Culture Among Your Team**

“Coming together is a beginning. Keeping together is progress. Working together is success.” – Henry Ford

**Be Assured of Your Calling as a Leader**

“Christine Caine, founder of A21 Campaign and PropelWomen, recently made the comment during a Sunday morning message, ‘What are you going to do – retire and play golf? Really? As long as we are breathing, God has placed us on this earth for a purpose.’” – pg. 77

**Book Review: It’s My Pleasure**
How do you discover your calling?

- It’s the thing that gets you up in the morning.
- It’s what others tell you that you do best.
- A calling is a way you use your energy that makes an impact on the world, or at least your part of the world.
- It’s the moment and the activity in which you feel God’s pleasure.

“Unlike a job, which is for a season, a calling will beckon on us for a lifetime.” – pg. 79

**Practice Servant Leadership**

Principles of Servant Leadership:

1. Don’t expect others to do what you are unwilling to do.
2. Acknowledge that every member of the team is important.
3. If there is a line, be the last one in it.
4. Share opportunities and privileges with those who might otherwise never have the opportunity.
5. Be inclusive.

“A team’s culture can grow significantly when leaders model and exhibit servant leader attitudes and behaviors.” Pg.87

**Nurture an Abundance Mentality:**

- Foster other people’s dreams
- Have confidence
- Coach and mentor others
- Be optimistic
- Be generous

**Authentically Demonstrate “It’s My Pleasure!”**

“Signature service is an important key to building brand loyalty among customers. At Chick-fil-A, we believe that it is a privilege to serve guests, not a duty.” – pg. 119

“While Truett requested the use of the phrase, he could not choose the spirit with which those words are spoken.”

“At Chick-fil-A, we have grown a compelling culture by living life together. We celebrate joys with one another and we grieve losses together. We work hard together, and we play and serve together.”
Our Faculty and Our Sponsors

Calendar of Events

First Friday – Wittigs 2018 Avenue B San Antonio 7:30 – 9:00 [Sponsor: UTSA EMBA Alumni Association]
- Dec 7th: The Power of Moments
- Jan 4th: Origins
- Feb 1st: Resonant Leadership

Wine & Cheese Wednesday – Wittigs 2018 Avenue B San Antonio 5:30 – 7:00 PM [Sponsor: Haworth]
- Dec 5th: Opposable Mind
- Jan 9th: The Soul of Leadership
- Feb 6th: SPECIAL EVENT – The Oscars
- Feb 13th: Make Your Bed

Second Tuesday – Wittigs 401 William St. Corpus Christi 5:30 – 7:00 PM [Sponsor: Wittigs & Haworth]
- Dec 11th: Opposable Mind
- Jan 8th: The Soul of Leadership
- Feb 12th: Engaged Leadership

Fourth Thursday – Haworth 2 E Greenway Plaza #100 Houston 11:30 – 1:00 [Sponsor: Haworth & Wittigs]
- Dec 13th: It’s My Pleasure
- Jan 24th: How to Win Friends and Influence People
- Feb 21st: Mastery

Fourth Friday – Alpha Home 419 E. Magnolia Ave. San Antonio 8:00 – 9:30 [Sponsor: Alpha Home]]
- Dec 14th: It’s My Pleasure
- Jan 25th: How to Win Friends and Influence People
- Feb 22nd: Mastery