

Turning West for News

A Publication for Friends and Clients of M. H. West & Co., Inc.

June 1996

Message from the President

M. H. West & Co., Inc. began its sixth year in business on February 1, 1996. Initially, the firm focused on providing planning and consulting services to medical care facilities in areas such as regulatory impact and compliance, government relations, needs assessment, demographic and marketing studies and strategic planning. Diversifying services by emphasizing areas such as organizational performance and restructuring, education and training, leadership development and governance expanded the customer base. Included now as customers are corporations, governments, not-for-profit business and professional and trade associations. With a broader focus using the firm's early beginnings in health care, **M. H. West & Co., Inc.** now markets the firm using the slogan of *"We Enhance the Health of Your Business and You Watch Your Investment in Our Firm's Services Pay Off"!*

In several past issues of "Turning West for News" (which is celebrating four years as a West publication), I emphasized the importance of goal setting and how setting goals can lead to success. Recently, my confidence in goal setting was renewed through the experience of the West family's 15 year old Irish Setter, named Jessica. On the date of her 15th birthday, she proudly displayed for my approval a rabbit that obviously fell prey to her hunting skills that apparently remain more than adequate.

Although somewhat startled by the size and condition of the catch, I was nevertheless amazed at her ability to achieve such a feat at her age. In sharing the story with friends, one remarked that Jessica's bounty may not have been such a big deal...She probably caught a 17 year old rabbit! Well, I've always considered a win a win, if the undertaking was ethical and worthwhile. Consequently, Jessica was successful and I feel assured that her confidence as a hunter was restored.

As was the case with Jessica, the strategies that **M. H. West & Co., Inc.** uses in the future to transact its business may change from those in the earlier years, but new strategies taking into account our past experiences and track record will serve us well.

M. H. West & Co., Inc. intends to be present in the marketplace in 15 years because I will expand our vision for tomorrow, refine our mission for today and use our goals as the pathway to get us there. I firmly believe as Steven R. Covey does that **Quality Possibilities Can Come True** - *Executive Excellence* (1992). Also appropriate is the statement "**Most Companies Have Already Done The Obvious Things To Do Old Things Better, Now They Must Do New Better Things.**" - Frederic D. Buggs of Strategic Visions International

The feature article for this issue called "**Field of Dreams**" authored by Dr. John Ray Rothermel is filled with energy, enthusiasm and innovativeness that we need to start and continue a business.

FEATURE ARTICLE

"FIELD OF DREAMS" by Dr. John Rothermel

Sometimes we need to stop a moment in the midst of our labors and see if we can catch the character of the reality with which we are dealing. Recently, I did just that while working on a health care planning project for the firm. A result was the development of the following philosophical statement as guidance for new and mature businesses:

A business will enter the marketplace and its history is about to be written. It has the rare opportunity to define rules of its game and what it proposes to be. The business will aim high and will adopt a far-seeing perspective. What it wills to be, it can be.

There also will be a vision which will carry large images of ideas to be attended, prospects to be plumbed, and opportunities to be taken up. The mission, goals, objectives and strategies will provide the compass, map, and plot plan for the work undertaken. **A business owner must be able to reconcile:**

1. *the expansion of choices and the decline of money*
2. *the sophistication of technology and the untutored perceptions of many end-users*
3. *the spatial capacities of the past and the exciting facility designs of the future*
4. *the coolness of high science and the warmth of customer service*
5. *the intricate teamwork of staff and the aloneness of each staff member*
6. *the rationality of planned services and the unpredictable raggedness of competition.*

In any given day, more may never be enough and less may be too much. But planning must go on, and expectations must be averaged and revised. Better ways of service must be found, tried, used, and replaced. Rapid change is a constant, and a call to action.

WORDS OF WISDOM

There are four types of persons in this world!

Those that *Make things happen;*

Those that *Watch things happen;*

Those that *Keep things happening;*

Those that *Wonder what the heck just happened.*

-Dr. William Anthony, Forensic Psychiatrist

HOW TO STAND TALL

WITH 23 SHORT WORDS

You'll stand tall in your readers' eyes and your listeners' ears if you replace long words with shorter ones whenever you can.

Examples:

- | | |
|-----------------------------------|---------------------------------|
| 1. administer = give | 13. culmination = end |
| 2. peculiar = odd | 14. similarly = likewise |
| 3. aggregate = total | 15. fundamental = basic |
| 4. alternate = choice | 16. subsequent = later |
| 5. possibility = chance | 17. indication = sign |
| 6. regulation = rule | 18. systematic = orderly |
| 7. articulate = explain | 19. ineffective = weak |
| 8. reiterate = repeat | 20. utilities = use |
| 9. association = group | 21. majority = most |
| 10. requirement = need | 22. necessity = need |
| 11. characteristic = trait | 23. opportunity = chance |
| 12. similar = alike | |

(Source: Communication Briefings - May 1996)

A Principal Innovation - Don't wait for change to find you; Look for it and use it to your advantage.

If you want to extend pleasure, shorten it!

-Charles Buxton

SERVICE IN THE SPOTLIGHT...

Leadership Development for Governing/Advisory boards

Leadership at the governing board level is key to successful performance. Assessing your board's performance and then equipping members with needed skills to accomplish their role and responsibilities are key. A major focus of West's training and education services for governance is to help boards:

- **Manage** for and lead change
- **Create** and nurture the vision
- **Develop** accountability
- **Communicate** effectively
- **Select** board members
- **Improve** the "bottom line"
- **Balance** diversity and conflict

Assess your board's performance today! Dr. Edmond (Ned) Conway of M. H. West & Co., Inc. has developed the following report card. Lead your board through the following exercise and return the results to the firm for evaluation. Dr. Conway will share the results and recommendations with you in about seven to ten days.

GOVERNING BOARD REPORT CARD

(Circle your rating on the scale of 5 to 1. The number five is excellent and the number one is poor.)

Competence - each director is experienced, trained, influential and well respected 5 4 3 2 1

Ethics - each director displays an exemplary code of behavior 5 4 3 2 1

Independence - each director thinks and speaks independently with confidence and courage 5 4 3 2 1

Committee Service - each director serves on at least one committee and does it with enthusiasm and ideas 5 4 3 2 1

- each director does homework in preparation for committee meetings 5 4 3 2 1

Corporate Development - each director helps win support of outside organizations, customers and investors 5 4 3 2 1

- each director looks for new business opportunities 5 4 3 2 1
- each director is a positive force on the future thinking of the company 5 4 3 2 1

Attendance - each director attends most meetings 5 4 3 2 1

- each director plans ahead for meetings 5 4 3 2 1

Preparation - each director briefs himself or herself well, is sincerely interested, stays up to date with the business, business in general, and legislative and regulatory matters 5 4 3 2 1

Practices - each director asks probing questions yet stays away from trying to manage 5 4 3 2 1

- each director acts as a key resource and counselor to senior management and the rest of the board 5 4 3 2 1
 - each director maximizes his or her exposures to other directors 5 4 3 2 1
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