

CENTERPOINT



A CENTERPOINT is a single reference point or a shared goal that holds the collective focus of a team. The concept of CenterPoint can be used to create unified, powerful action in any or-ganization. A well and clearly communicated CenterPoint helps individuals maintain vision of goals.and objectives For teams, an effective CenterPoint keeps actions focused on priorities, while inspiring collaboration, which leads to faster outcomes, innovation and elevated trust.

Identifying and aligning your teams on a CenterPoint keeps action directed toward desired outcomes while still allowing teams to be adaptable. Simply put, your journey can change, but your destination will remain the same.

INTRODUCTION OF CENTERPOINT, BY JOHN "GUCCI" FOLEY

The term CenterPoint first came into my life when I was flying with the Blue Angels. The concept of CenterPoint is just one of many things the Blues do in order to make their air show one of the most respected in the world.

For the Blues, the CenterPoint is the focal point of the entire airshow. In many cases, it is a physical object—like a tractor trailer—that the Blues park on the airfield. They bring that point into the briefing room, and plan out the entire airshow based on that point in space. They speak about it specifically and use photographs of the show site to map out their maneuvers. Then, before they go flying, they all sit down for a meditative visualization, where the Boss leads the pilots through a literal recreation of the entire airshow. The CenterPoint becomes the place where planning and execution intersect.

THE EVOLUTION AND APPLICATION OF CENTERPOINT FOR JOHN

The more time I spent with the Blues, the more I started to think of CenterPoint as something greater than a point in

space. I realized that even outside of the air show, our actions were focused around a single idea: that we were the Navy's ambassadors of goodwill. A CenterPoint worked well to align our most difficult maneuvers, but it also aligned our actions outside of the cockpit, from the way we marched to the airplane to the way we signed autographs at the crowd line, to the way we supported our communities across the nation.

Simply put, your journey can change, but your destination will remain the same.

When I started to apply some of experience of High Performance culture to the world of business, I learned firsthand how fractured some companies were in terms of priorities and group understanding of company vision. I started to suggest and apply this concept to different teams and individuals, and saw that this simple idea was something missing from traditional corporate teams, and even professional sports teams.

"Coming together is a beginning. Keeping together is progress. Working together is success."

- Henry Ford

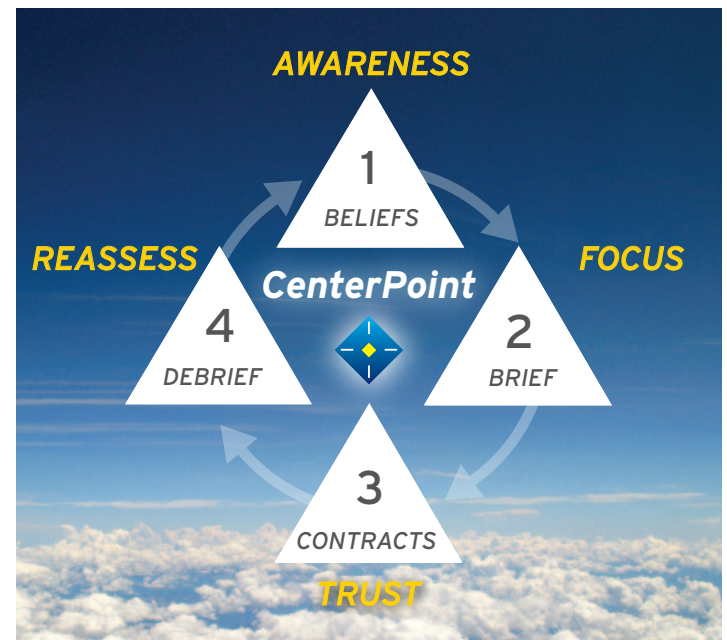
If you want to push your performance past your current state, you're only going to get there with everyone's mind pointed in the same direction. Everyone has to be emotionally bought in and signed up for a specific group outcome. Then individual actions align and it becomes clear when they do not so that they can be addressed.

BUSINESS IMPACT

According to a recent report in the Harvard Business Review, "collaboration in the workplace has ballooned 50% or more" in the past two decades. The pace of business requires performance to be exponential which can only happen in collaborative environments. Recent studies have also pointed repeatedly to the success of groups over individuals in terms of productivity, and in the ability to innovate. Those findings are pointing the world's top companies to reevaluate the ways they view and inspire collaboration.

A CenterPoint is actually the first step towards collaboration. A shared understanding of what's at the center or objective of actions is necessary for parallel execution.

If you're a healthcare provider, it will benefit you to take a CenterPoint like enhancing patient experience and quality of care. For manufacturers, a high level CenterPoint might be continued procedural improvement and higher quality scores. A business can even have multi-ple CenterPoints that relate to different areas of focus or departments. The key to success is getting the team aligned and bought in; collective understanding and measurement is the key to achieving better results.



ADOPTION METHODOLOGY & IMPLEMENTATION

Team Implementation

1 AWARENESS (Belief Levels):

Determine your current alignment using the concept of CenterPoint:

Evaluate the current focus of your team with this simple exercise. Prior to reviewing objectives and goals give everyone a basic understanding of CenterPoint. Then ask them, what's our CenterPoint for a given period of time? What's the point around which all of our actions are unified and focused long term or more specifically for the fiscal year or even for the quarter? Have each

"Individual commitment to a group effort--that is what makes a team work, a company work, a society work, a civilization work."

- Vince Lombardi

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member document their answers, and see how aligned the responses are. Use the results to ignite a powerful discussion about the shared goals and vision of your team.

Then, collectively establish new CenterPoints. Think of your CenterPoints not just in terms of metrics, but also perspective. Consider CenterPoints that relate to different levels of perspective. Come up with something very high level that points to your core values, just like how the Blue Angels are completely aligned on being the Navy's Ambassadors of goodwill. Then identify something strategic that relates back to the business model and business outcomes. And finally, identify something tactical that can keep your team aligned on a daily, weekly and monthly basis.

2 FOCUS (Brief):

The best way for the CenterPoint to be brought into focus is to revisit it consistently. It is also critical that each member of the team understands their individual role and responsibility to meet the team goal and have created individual CenterPoints to get there.

3 TRUST (Contracts)

The team must have buy in and trust in the merit and value of the CenterPoint and trust in the communication and team mates.

4 MEASURE AND REASSESS (Debrief)

Consistently Communicate CenterPoint and be very specific about measurement.

Most if not all teams are driven by some kind of metric or key performance indicators. It is easy to include the CenterPoint in this process to remind everyone of the higher purpose and tie it back to the company values and culture. It is also important to figure out how to measure performance or alignment to the CenterPoint.

Consistently communicating this along with metrics and KPI's shows the team that their performance is both tactical, strategic and value driven. The most functional teams know what their individual roles and responsibilities are but also have very focused team goals and understand how these outcomes align with the organization and the impact it has both internally and externally. This can extend performance to company culture.

It is also critical to communicate modifications or adaptations to CenterPoints. Not all CenterPoints are static and will need to be updated or changed in concurrence with the dynamic flow of business.

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"Teamwork is the ability to work together toward a common vision. It is the fuel that allows common people to attain uncommon results."

- Andrew Carnegie

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Individual Implementation

STEP 1: AWARENESS (Belief Levels):

Make sure you are constantly aware of your individual goals/CenterPoints and how they are aligning with those of your team. Gain knowledge and familiarize yourself about what others in your team are involved in so that you understand external variables to your individual CenterPoint and avoid or address potential conflicting objectives.

STEP 2: FOCUS (Brief):

Maintain focus on your CenterPoints and goals. Avoid distractions. You do this by revisiting your CenterPoint on a weekly basis and check in with how all of our activity is aligning.

STEP 3: TRUST (Contracts)

Continue to have confidence in your individual CenterPoints, and continue to communicate with your team about achievements, milestones (tactical CenterPoints) and other requests.

STEP 4: REASSESS (Debrief)

Once the CenterPoint is achieved, examine what went right and what can be improved individually. Communicate with your team and learn from the feedback. Reassess a new tactical CenterPoint for yourself. Leverage formal feedback mechanisms like team re-views or individual reviews to assess our alignment.

These four steps are constantly imbedded with the Glad To Be Here mindset. It will allow you to widen the scope of your perception thanks to the positive outlook you will adopt on any situation. It also gives a wider perspective, a 50,000 feet view that provides a larger understanding of where you stand.

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OVERCOMING IMPLEMENTATION CHALLENGES

In order to reap the benefits of shared goals, you need to make this practice sustainable. CenterPoints that don't endure will not pull you forward. This obstacle can be easily overcome by planning regular check-ins. This will cement the CenterPoint in everyone's mind. In order for them to be effective, everyone needs to understand the CenterPoint at all times. Think of the Blue Angels' CenterPoint to be the

"Talent wins games, teamwork and intelligence wins championships."

Michael Jordan

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ambassadors of goodwill for the Navy. Ask any one of the 6 pilots and the 150+ ground and support crew, and they will tell you that is why they are out there executing at the highest levels, every single day.

If you're having trouble grasping this concept, think back to the other modules in this series. A CenterPoint can be approached through the lens of any of these concepts. For exam-ple, the concept of High Performance Zone can help you adapt and establish the most effective CenterPoints over time. Additionally, look at the creation of CenterPoints through the lens of the Glad To Be Here Mindset: what would a CenterPoint that inspired daily gratitude in the team look like? What effect could it have on your performance?

Overall, be sure to choose something that everyone is working towards. The concept of CenterPoint inspires collaboration. Team values can only be embraced by everyone at the same time.



According to a recent report in the Harvard Business Review, "collaboration in the workplace has ballooned 50% or more" in the past two decades.

Source:
<https://hbr.org/2016/01/collaborative-overload>

In philosophy, the notion of collective intentionality refers to the "power of minds to be jointly directed at objects, matters of fact, states of affairs, goals, or values."

Source:
<http://plato.stanford.edu/entries/collective-intentionality/>

ABOUT JOHN FOLEY, INC

John Foley Inc is committed to help individuals and organizations reach their highest potential by living life in its fullest through the Glad To Be Here mindset.

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