

"You can dream, create, design, and build the most wonderful place in the world . . . but it requires people to make the dream a reality."

WALT DISNEY

CHAPTER

3

Do It: Mobilize the Team

"I believe we have the opportunity—
and the duty—to fashion an
organization where everyone is
involved, everyone is fully engaged,
and everyone is a player."

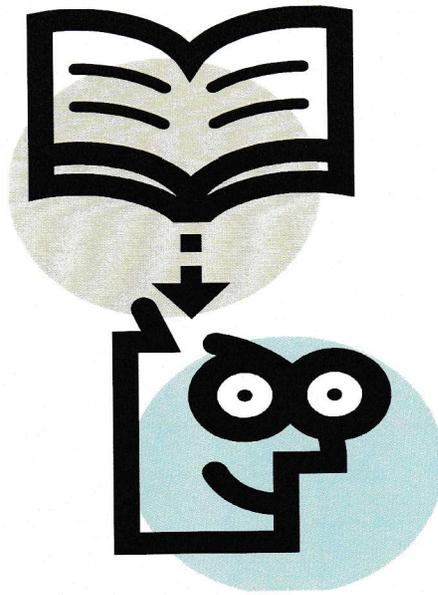
Judson Green



**AHEC Administrative and
Business Services Division**

***Service
in Support of
Excellence in Education***

We Create Learning



If we truly dedicate ourselves to

instill that thrill of learning - -

the thrill of knowing something new - -

to each and every one of us who work

and study here, then nothing can ever

stop us.

Quality

Student Experience +

Quality

Staff Experience +

Quality

Business Practice =

Future



Every Student

is a

V.I.P.



Think Small





Building Relationships

Company values are reflected in the company culture through interactions between people inside and outside of the company. Therefore, it is important for leaders to build meaningful relationships with those they interact with on a day-to-day basis. Listed below is a simple method for building relationships.

Listen empathetically.

Express interest.

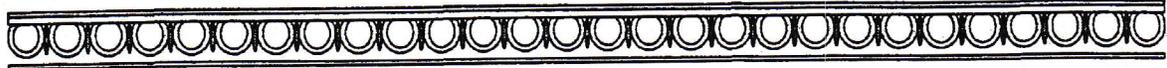
Ask for feedback.

Deliver on your promise.

"Of all the things I've done, the most vital is coordinating those who work with me and aiming their efforts at a certain goal."

Walt Disney





The Power of Story

Throughout the history of The Walt Disney Company, storytelling has provided Walt Disney World leaders with a source for sharing the Company's vision. Walt Disney World leaders pass on the Company's culture, traditions, history, and values through stories. In fact, much of what we know of our leaders, both past and present, has been conveyed through stories. The stories are interesting, remembered, passed on, and believed in.

Storytelling as a leadership tool:

- Communicates a vision.
- Creates an emotional connection.
- Keeps the culture alive.



The Walt Disney World Co. Service Standards

Critical Success Factors

Our Walt Disney World Co. Service Standards are introduced to our Cast Members on their very first day. While divisions and departments may have specific standards to help meet the needs of their special Guests, these four standards are observed Company-wide. The Service Standards are used both as a means of empowerment and as a tool for measuring the level of quality service.

Empowering Our Cast

When Cast Members are confronted by situations which may not have been included in their initial training or in the Standard Operating Procedures (S.O.P.) of their area, these four Standards empower the Cast Members to think on their own and make the best decision.

Measuring Quality Service

These standards are also considered when designing our shows and other facilities, and are the criteria used in measuring quality service through various means including focus groups, surveys, utilization studies, and show quality reviews.

The Walt Disney World Co. Service Standards (cont.)

_____ **Courtesy**

- Every Guest should receive V.I.P. treatment.
- We have a reputation for "the friendliest employees in the world."
- We accept people as they are.
- We are expected to know the answers to questions (or find the answers).
- We give the personal touch by smiling, using friendly phrases and treating every Guest as an individual.
- Courtesy is also important backstage, between members of the Cast.

_____ **Efficiency**

- It takes teamwork to run a smooth and effective show.
- Efficiency should enhance the show quality and should never detract from safety or courtesy.
- We work while others play, rain or shine, 365 days a year.

_____ **Safety**

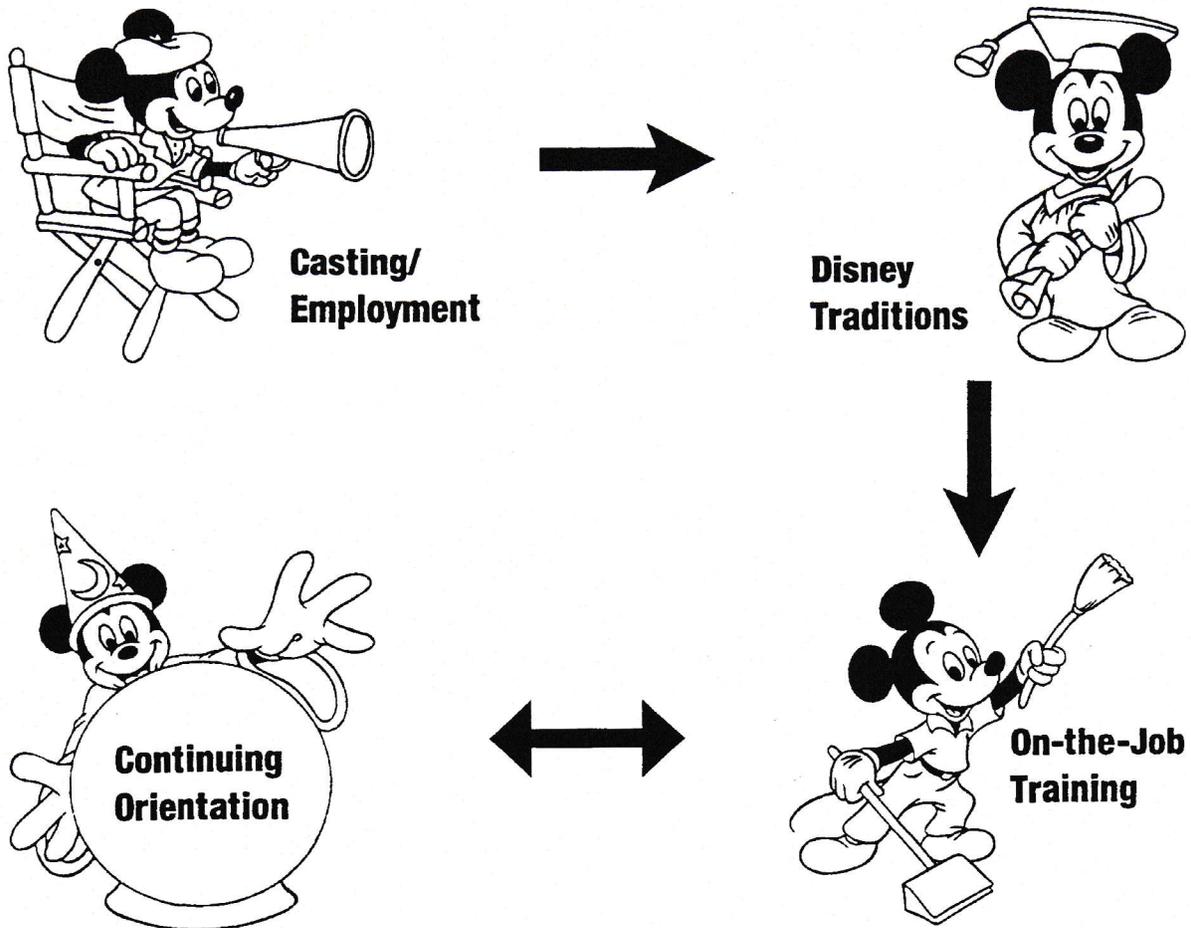
- The public trusts Walt Disney World Co. and expects us to provide a safe environment.
- It is every Cast Member's job to ensure safety.
- The Safety of both Guests and Cast Members is important.

_____ **Show**

- The ideal show on stage should be "picture perfect" every time.
- The show must always go on with the best possible performance at all times.
- The "Disney Look" is an important part of the show with our neat appearance, costumes, etc.
- Stage presence is important, so we do not allow, eating, drinking, gum chewing, smoking, sitting, etc. "on stage."
- A positive stage attitude is a part of maintaining the image of quality.

The WALT DISNEY WORLD Orientation And Development Process

Once selected, new Cast Members begin an ongoing orientation and development process by attending and participating in programs available Company-wide, and within each division and department. The orientation process includes four key elements:



QUALITY SERVICE

INSPIRATION

Traditions
Mission
Strategic Objectives
Service Theme: We create learning
Empowering
Curly's Secret of Life

SUNDOWN RULE

Act or report by sundown



PERCEPTIONS

How we act
How we look
How we communicate

SERVICE RECOVERY

Turn crisis into magic moment

SERVICE STANDARDS

Know thy customer

SUCCESS FORMULA

Quality Customer Experience + Quality Staff Experience + Quality Business Practices = Future

Sustain Your Progress Worksheet

Seeking Out New Ideas	<i>The Challenge:</i>	<i>The new idea:</i>
Communicating Results	<i>Criteria of Measurement:</i>	<i>How are the results communicated?</i>
Rewarding Performance	<i>Criteria for Evaluating Behaviors:</i>	<i>How are behaviors rewarded?</i>
Celebrating Forward Movement	<i>Milestones Deserving of Celebration:</i>	<i>How are milestones celebrated?</i>

(Date)

To:

From: *Jim Buysse, Vice President
Administration and Finance*

Subject: ***BLUE RIBBON AWARD FOR EXCELLENCE***

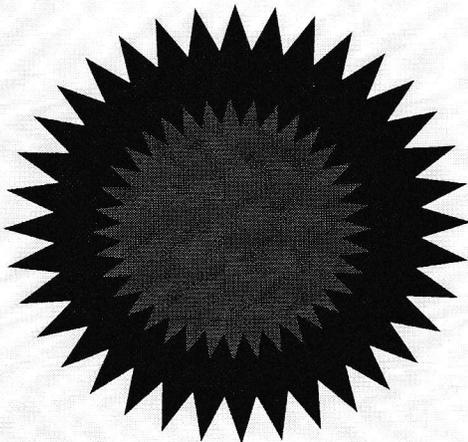
***CONGRATULATIONS!! You've earned the Administration and Finance
Blue Ribbon Award For Excellence for . I thank you for this special
contribution to our College District.***

BLUE RIBBON AWARD FOR EXCELLENCE

(Name)

Congratulations! You've earned the Administration and Finance Blue Ribbon Award for Excellence for

. Good for you! I thank you for this special contribution to our College District.



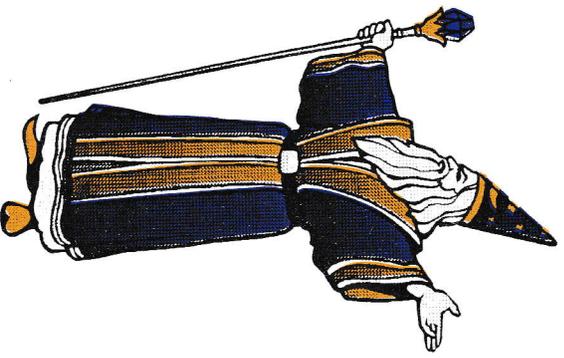
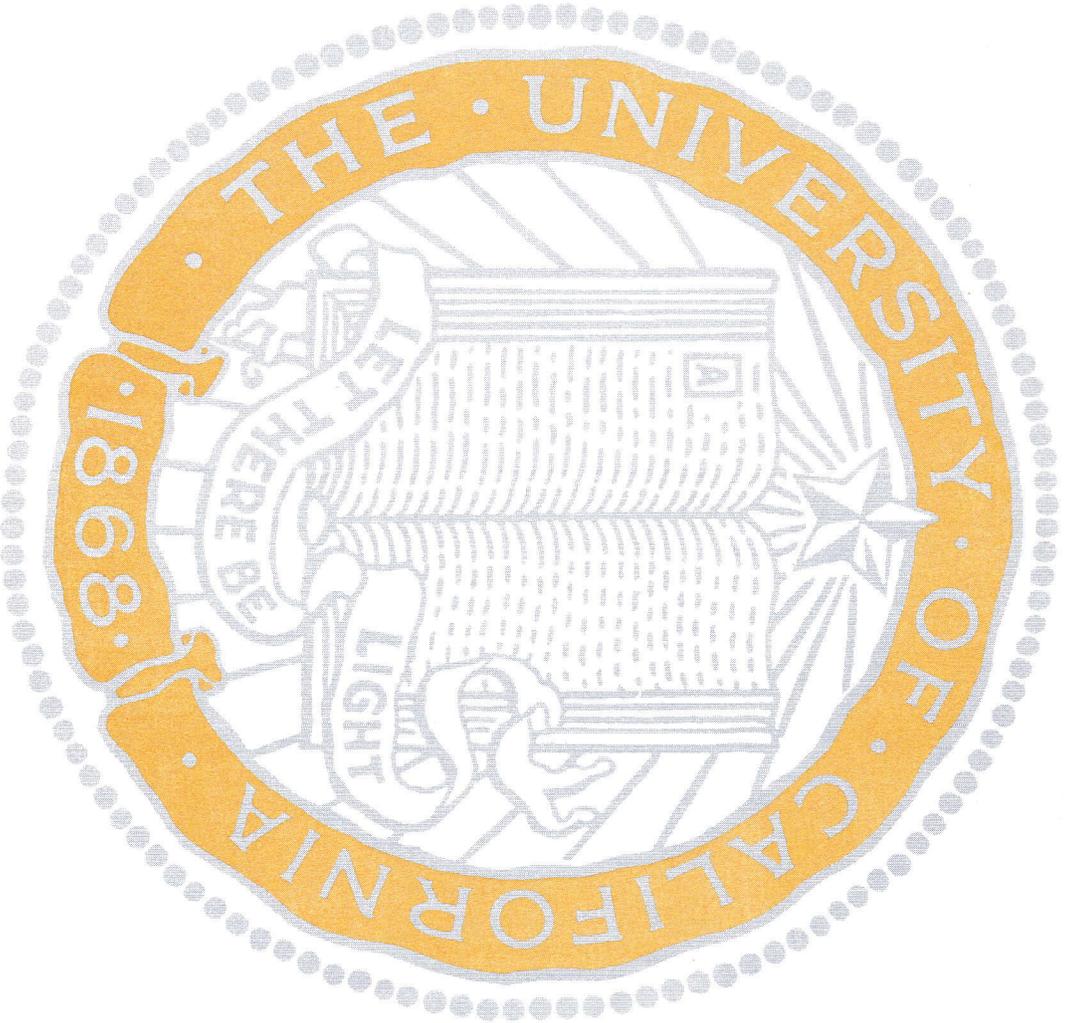
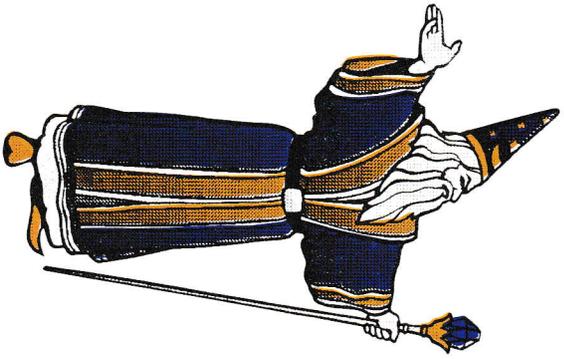
James L. Buysse
Vice President
Administration and Finance

December 22, 2000

Create Magic Moments



MAGIC MOMENT AWARD



RISK MANAGEMENT

- **Avoid it**
- **Reduce it**
- **Transfer it**
- **Accept it**
 - - **Insure; self-insure**

AUDIT

An independent audit of all funds controlled by the board is required by law, and, if thorough, is the best evaluation the board has of the efficiency of the business operation. Audit firms usually indicate ways to improve practices when they check the procedures for safeguarding funds.

The auditor's role includes:

- ◆ Assessing the internal controls of the district and recommending how to improve them.
- ◆ Assessing the accuracy and reliability of financial statements, including prevention of fraudulent financial reporting.
- ◆ Assessing adherence to laws and regulations to which the entity is subject. (Compliance)

Independent local audits are required annually under section 84040 of the California Education Code. Duties of the board relating to these audits include:

- ◆ Selection of the auditor.
- ◆ Creation of a proper "climate" for the audit--that is, a climate of cooperation toward the audit process.
- ◆ Review of audit findings and determination, in conjunction with the district superintendent and/or college president, of appropriate corrective actions.
- ◆ Follow-up reviews to verify that the planned corrective actions were implemented.

FLEXIBILITY ISSUES

- The infamous "Ed Code"
- The 75/25 requirement
- The 60% rule
- The 1000 hour requirement
- The 195 day rule
- New line items