



## The Body and Soul of a Company



William E. Caswell

Bill Caswell is an experienced coach of CEOs and senior executives around the globe. The author of 14 books, Bill has penned the 12-book series *The Respect Revolution* written, by a CEO for CEOs, as a guide to getting your company to *Excellence* and keeping it there.

### **An “MBA” for you?**

**Earn your Practical MBA in a 18-session face-to-face seminar over 4-1/2 months on Tuesdays.**

**When:**  
25 August 2015 to  
11 December 2015

**Where:** Ottawa face-to-face or, online from anywhere

**Price:** \$15,000

**Limit:** 10 persons only

Register now before all seats are taken.

[www.caswellccc.com](http://www.caswellccc.com)

***Sometimes, people ask me about my ‘method’ for moving a company in trouble to one that improves by 30% in the first year<sup>1</sup>. They expect me to say that by applying ‘this’ or working on ‘that’ we manifested the turnaround. But the answer is simpler than that: what we did is to help move the body and soul of the company from 5% towards 80%. Let me explain.***

Let us say we are dealing with a small firm of 53 people. I see that company – not consisting of a marketing department, a manufacturing department, an accounting department, etc. – but as a company made up of 53 parts, one for each person in the organization.

### **The Body-and-Soul Component**

The simple question is: how many people in this company presently appear to be moving body and soul every day to help this company grow and excel? Why not ask and reflect on that question of your own company right now and jot down the number of such people. Our goal at CCCC is to achieve an 80% mark over the long term for this component of the client company’s performance.

### **Caveat**

As you can imagine, the body-and-soul component is internal to the individual. We could not teach that; all we can do is to remove the barriers that prevent people from being willing to commit themselves fully to the company. It follows that, if after an extensive time we cannot get commitment from a person to the company, that individual would be better off employed elsewhere, a place where that person can recover intrinsic enthusiasm. And the company will be better off without them, clearing the way so that a new individual can have the opportunity to bring enthusiasm to this enterprise. Or in everyday parlance, the bad apples have to be encouraged to leave. The more bad apples that depart, the higher the final ‘body and soul’ score will be – automatically. If these unhappy people stay, they would drag their pervasive effect onto the company’s actual bottom line. We encourage the company, when looking for new employees, to sacrifice technical talent for positive attitude. We opine that you can teach technical skills, but you cannot very easily teach attitude<sup>2</sup>.

<sup>1</sup> 30% improvement has been a typical result for CCCC clients collectively over the past decade. Naturally some are higher and some are lower than 30% in that first year – but the average is consistent.

<sup>2</sup> CCCC’s own personnel recruitment ads show at the top “Attitude over Experience”.

## **CCCC offers 4 choices:**

**1. Read** about the CCCC management methodology for **\$40** electronically or **\$400** with a set of 12 books (2,700 pages) in a hardboard case.  
[www.caswellccc.com](http://www.caswellccc.com)

**2. Learn** about the CCCC management methodology by attending the *Practical MBA* on Tuesdays for 4-1/2 months  
**\$15,000**  
[www.caswellccc.com](http://www.caswellccc.com)

**3. Act** on the first step of resolving your key issues with a tactical planning session by CCCC at approximately **\$8,000**.  
[www.caswellccc.com](http://www.caswellccc.com)

**4. Engage** fully in the *Climb to Excellence* right from the start (3 year step-by-step program) guiding you to *Excellence*, **\$150,000** (\$4,200/mo.)  
[www.caswellccc.com](http://www.caswellccc.com)

Bill is always available for comments or questions at  
[bill@caswellccc.com](mailto:bill@caswellccc.com)

Caswell Corporate Coaching Company (CCCC)  
Ottawa Canada  
613-232-1243  
[www.caswellccc.com](http://www.caswellccc.com)

## **Aiming for a Reasonable Goal**

As stated above, an 80% goal for the body-and-soul component is reasonable. 100% remains a dream.

## **A Real Example**

We worked with a company in Alberta in heavy manufacturing which had 53 employees. That, as I said above, would be comprised of 53 parts – one per employee. At first I met with the upper management team to determine if and how CCCC would go about assisting them. Then we held a 3-day session involving 11 participants. After that 3-day meeting I could say with confidence that:

1. 7 people were throwing their body and soul into the company. Chalk up 7 body-and-soul points.
2. The total score: 7 divided by the total above of 53 parts; that is 13% to start.

Although the CCCC program takes about 3 years to implement, it was instructive one year later to see how we were doing. At a planning session a year later, involving 13 participants, we found the following:

1. That 13 people, as well as 2 people not at this meeting (but who attended the previous year's one), were throwing their body and souls into the company. Added to this were 2 recent hires, chosen because of attitude to now a 55-person company. Chalk up 17 body-and-soul points against a total of 55 parts.
2. The total score: 17 divided by the total above of 55 parts; that is 31%.

In the space of one year the company had moved from 13% to 31% – an almost 2-1/2-times improvement. No wonder production was up, sales had climbed (during a bad time of the local economy), and the company was full of new optimism. A substantial effort had been spent by the company in training 3 key-staff members in the CCCC approach so that people within the firm could implement the next stages of the program without CCCC intervention. Although there would be a long way to go from 31% to an ideal 80%, two more doublings over the next two years – a realistic possibility – would see the 80% number achieved. And every step of the way would bring in more bottom-line profits.

Slow and steady with a clear plan, with simple measures, is the strategy that paves the way towards success.

Good luck on your body-and-soul mission.

Bill