

UPDATE

INTERNATIONAL CANADA-EUROPE-PACIFIC

News and Information for G.E. Information Services People

August 1987

Just over 90 top performers of G E Information Services worldwide, together with their spouse or companion, flew into Barbados to attend Markmakers X on Tuesday 24 March. This select group of people had earned their place to attend Markmakers by delivering performance during 1986 which was well beyond their own personal objectives and targets both in quantitative and qualitative terms. They flew into the sunshine of Barbados to receive an appropriate reward for their contribution to the organisation during the preceding year.

As many of them came across the apron at Bridgetown Airport, they began to realise the inappropriateness to most of them of their heavier clothing brought from home, because the steamy climate of Barbados was delightfully—HOT! They were whisked away to Sam Lord's Castle, the hotel on the southern coast of the Island

MARKMAKERS



Sam Lord's Castle - Barbados

where the Markmakers event was held.

The hotel, unquestionably the top hotel on the Island, is laid out across a large area, with virtually all of the rooms having ocean views. The Markmakers could see from their bedroom balconies, the beautiful translucent blue of the Caribbean sea crashing against the pure white sand of the Bajan beach. After arriving at the hotel, many quickly changed into light clothes, and, with a Planters Punch in their hands, began to adjust to the very different environment of palm trees, exotic flowers and fine weather, with remarkable rapidity.

The hotel is built around the original house owned by Sam Lord, who was a famous 18th century pirate and which still stands in the grounds of the hotel containing many fine rooms still used by guests. Following the Welcome dinner, which was held by the lawns of the castle building on the Tuesday evening, Tony Craig, President and



Markmakers X – Bardados

CEO G E Information Services, welcomed the entire group.

At a presentation the following morning, he introduced Tom Whidden. Tom was the tactician for the US Americas Cup Team who recently succeeded in returning the famous trophy to the United States from Australia. Tom talked to the Markmakers and guests giving a very interesting slide presentation of the event itself but with some underlying messages he reviewed the previous Americas Cup contest with Australia where for the first time in history, the Aussies wrested the cup from the States. He explained what it had been like for them in the US team to suffer defeat at the hands of the Australians, and then to have to deal with the process of coming back from behind. He drew many analogies between the experiences that he had as their tactician, and those often experienced in business, and indeed, experienced by G E Information Services. He stressed the necessity to deal with new situations, to accept that they had failed to win the Cup previously, but to focus on winning in the future. He stressed the need for cohesive team work, but above all, the necessity of having that winning vision, because without that, there can be no winning. Through their competence in delivery, he felt the US team had been able to win the Americas Cup back from their Australian friends down under.

Following Tom's fascinating talk, the Group drove to the Western coast and then boarded the Jolly Roger, an original five masted sailing ship for a cruise along the shoreline of the Island while they had lunch and generally made the most of the sun and sea to relax and enjoy themselves.

In the evening, following the pirate scene set by the Jolly Roger trip in the afternoon, the Group attended a shipwreck party held on the beach by the hotel. Everyone attending the party came dressed in shipwreck costume, some looked decidedly more wrecked than others! There was Caribbean entertainment during the evening with limbo dancing which left most of the audience breathless. The limbo dancers invited the more plucky ones to come and give it a try and many found out that their knee joints were not quite so supple as they had thought! Nevertheless, it provided a good deal of amusement for everybody there.

The next day saw a significant test of intelligence and driving skills, combined with navigational expertise for the Group. In fours, the Group took mini mokes, a small jeep, on a drive



Mr & Mrs Jack Griffin on board the Jolly Roger.

Jack Griffin was honoured by the President & CEO, Tony Craig during the meeting when he was presented with a commemorative signet ring acknowledging Jack as the only person to have won a place on all 10 Markmakers events. A very special award for a very special man – you can just see the ring in the picture above.





Claudi Santiago – getting in the mood.



Jamie Graham following Louis Lampe
– not looking like bankers!
Jack Mulford showing a little leg
in the background.



Daniel Schultz captain of the Jolly Roger.



First night reception at Sam Lord's Castle.

from one end of the Island, right to the other. Each Group was given a set of clues to help them find their way along the route. All the clues had to be answered correctly in order to win the Funfari contest, as it was called. Fifty cars set off over a period of an hour and a half and journeyed their way along the tiny roads of Barbados, some finding the answers to the clues, others not caring too much but just generally enjoying the beautiful scenery and the good weather. The end of the Funfari was lunch at a seaside restaurant right on the northern tip of the Island, the opposite end from Sam Lords Castle. Many people felt that the Funfari in itself was perhaps the highspot of the whole Markmakers event, providing as it did, a very relaxed way for the entire Group to take a look at many parts of the Island which they would not otherwise have seen, but to do so in a totally non-touristic way, and at the same time to have fun answering the questions set to help them navigate.

Friday morning saw a range of options available to the Group to take in seminars on such things as self defence, Bajan cookery, drink mixing, or just simply to play any kind of sport that they might wish. Many indeed, decided to play the sport of sunbathing which by this time had become very popular! Friday was a day of relaxation and many people felt that they were getting into the Bajan lifestyle to the extent that relaxation was the thing to do by this time on the trip.

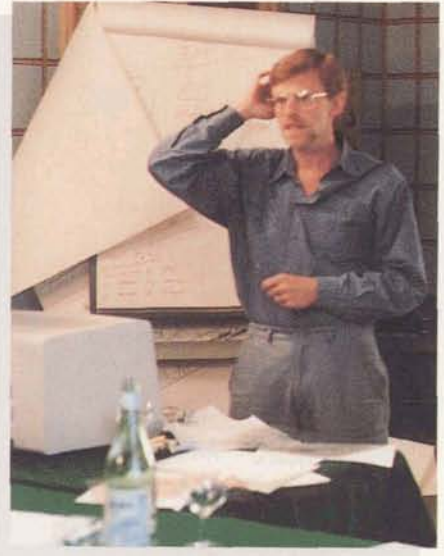
On the Friday evening came the main spectacular event of Markmakers X. A formal Gala Dinner was held that night with all of the ladies in beautiful evening dresses and the gentlemen wearing black tie and dinner smoking jackets. Entertainment was provided at the dinner by Wayne Covington and his 20 man Big Band, with cabaret being provided by the humourous juggler, Michael Davies. Michael Davies whose international reputation has been growing in recent years, amazed the audience with the virtuosity of his juggling which includes juggling with a knife, a cleaver and an egg, together with his very sharp wit and humour. The evening finished very late, and for some, the sun had already risen before they wended their way towards their rooms.

Saturday morning saw departure for most people from Barbados and a happy conclusion to what had been an enjoyable and pleasurable event for all concerned. A fitting reward to those who helped make 1986 a strong year for the Company.

International Communication Workshop...

Europe's leading change agent, the Leadership and Communication Workshop broke new ground in May. A joint European/U.S. Workshop took place in Verona, Italy, led by Larry De Monaco and Angus Reynolds and supported by Vice Presidents John Sidgmore and Giuliano Venturi. The event heralded another step towards the Company's vision of one global organisation and led to the not surprising conclusion that the two areas are not that different when it comes to viewing the Global Information Services Business. Whilst the participants of both Areas found it more difficult to identify with the goals and direction of the others' Vice President, they had little difficulty in achieving open, frank and valuable communication with each other,

John Sidgmore.



Mirko Bassetti and Marie Noelle Gibon, Franco Dell'Oca in pensive mood.



particularly in the four consulting sessions where Company leadership, its vision and direction, and the change needs the organisation as a whole faces, were debated. The workshop's objectives of lateral and vertical communication were fully realised. The significant difference was the ease with which the two cultures merged to seek one identity. To quote one US participant:

"In the sessions with the VP's individually, I saw them respond to issues and take action items; in the combined session I saw clear signs that we might be all pointing the same way after all. This has not always been so."

The leadership and communication workshop is a process of interactive communication designed to encourage people to openly communicate with each other in a team



Giuliano Venturi.

Lending Support to Integration and Change



Herbert Steinbach, Larry de Monaco, Lin Register, Claudi Santiago, Giuliano Venturi, John Sidgmore, Mirko Bassetti, Silvio Cangiano, Franco Dell-Oca, Marie Noelle Gibon, Manfred Berner, Jeff Maclain, Angus Reynolds, Caroline North, Janice Orcutt, Maurizio Ammannato, Izzy Franco.

environment, to take ownership in raising issues which are too often ignored or misunderstood and as a group to openly speak up to the Vice President on issues of concern or where clarification is sought. It also serves as a forum for ideas and creativity from the field.

The process begins by seeking to develop the meaning of leadership and how different styles of leadership are effective or ineffective. The workshop goes on to encourage people to seek their own vision of their's and the company's future and ends with a strategic analysis of the organisation using the Noel Tichy strategic analysis matrix as the basis for communicating issues to Giuliano. At each stage of the two and half day workshop maximum use is made of team consultation and obtaining consensus views.

The European organisation has now run eight workshops and the ninth

is planned for October this year. The extended group consulting session in Verona proved so successful that future workshops will become orientated to team approaches – building trust between groups, inviting ownership of issues and the breaking down of individual and organisational resistance to change.

“The workshop has evolved since we first started in August 1985”, says Angus Reynolds. “The module remains flexible in order to respond to shifting patterns of issues and constant change requirements. It is only recently we have seen the team building opportunity float to the surface as a natural ingredient for future workshops using the advanced techniques developed in Crotonville.”

It is the communication need that exposes lack of teamwork and communication remains the primary goal of the workshop, across all

borders. In this particular workshop it seems that progress was made:

“If the objective was to move towards a common goal or vision, I believe we made good progress, to the extent that those participating in the class could see a commonality of purpose and direction – and can clearly pass that word on”.

The continued use of the workshop as a unifying and issue-raising vehicle was more than justified in another statement from a member of the class:

“ – overall very worthwhile from my point of view – purely from the aspect of being forced to stop and think about issues which normally are either ignored or, worse, misunderstood”.

All things being equal, the same group will reconvene in 9 months time in a follow-up program in the United States.

