

FIVE WAYS TO ELEVATE WORKFORCE PERFORMANCE

# FIVE WAYS TO ELEVATE WORKFORCE PERFORMANCE

## **Applying the Noble Enterprise Business Model**

A Creative Work Report submitted as a  
partial fulfillment of the requirements for a

### **MASTER OF ARTS DEGREE IN EDUCATION**

*With a concentration in Instructional Technologies*

By ANGELA CATTADORIS DOWD

San Francisco, California

December 2010

FIVE WAYS TO ELEVATE WORKFORCE PERFORMANCE

**CERTIFICATE OF APPROVAL**

I certify that I have supervised the creative work,

**Five Ways to Elevate Workforce Performance  
Applying the Noble Enterprise Business Model**

By Angela C. Dowd

In my opinion this creative work meets the criteria for approving a culminating study submitted in partial fulfillment of requirements for the Master of Arts Degree at San Francisco State University.

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Approved by COE Graduate Committee

## Abstract

### **Five Ways to Elevate Workforce Performance Applying the Noble Enterprise Business Model**

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San Francisco State University

This self-paced e-Learning course is an introduction to the Noble Enterprise Business Model, which was created by Darwin Gillett, author of *Noble Enterprise, The Commonsense Guide to Uplifting People and Profits*. Gillett noted that his intent in writing the book was to serve traditional business leaders. The course is designed for people in leadership positions who are looking for solutions to improve workforce performance. The five pillars that work together to support Noble Enterprises are described and illustrated in an instructional video and in a scenario composed of five sketches. The five pillars are: Greater Purpose, Ethical Values, Human Growth, Freedom Within Structure, and Unity Mindset. In his book, Gillett describes Ethical Values, saying that, "In Noble Enterprises, such values are neither vague platitudes nor empty promises. They are calls to action" (Gillett, 175).

The learner is immersed in reflective learning environments. The scenario asks learners to help the main character solve problems related to poor workforce performance. This exercise gives learners experience integrating and applying all five pillars. There are several opportunities to share reflections in the Notes on Noble Business blog, which can be accessed online at <http://www.noblebusinesssolutions.com/blog/>.

*Keywords: leadership, ethics, values, human capital, motivation, workforce performance,*

I certify that the Abstract is a correct representation of the content of this creative work.

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Chair, Creative Work Committee

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Date

## Preface and Acknowledgements

I am grateful to Darwin Gillett for writing this book and giving me access to his materials. I appreciate his encouragement. Dar's gentle spirit and strong belief in the Human Energies of Body, Mind and Spirit have shaped this course. I'd like to thank Dar's wife, Barbara, who continually supports Dar to do the work he loves. I would also like to thank Judi Jones, who works closely with Noble Advisors as an advisor and virtual assistant. Judi has helped to keep the lines of communication open. I am very grateful to Karen Jeisi, one of Dar's partners in the Corporate Revitalization Seminar. Karen is a senior executive and corporate board member. Her background and excellent understanding of leadership in business have been invaluable to the creation of this e-Learning course. Without Karen's help as a Subject Matter Expert (SME), I would not have understood the needs of the audience. I want to thank Dr. Beatty, my advisor and instructor at San Francisco State University for all of his support through my years in this masters program.

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## Introduction

Five Ways to Elevate Workforce Performance is a self-paced E-learning course and study guide that describes and illustrates the characteristics and principles of the Noble Enterprise (NE) Business Model (Gillett, 2008). It was designed for business leaders and offers key tools for improving productivity in the workplace. The course uses a video and sketches to introduce topics and activities. The video gives an introduction to the five pillars of a Noble Enterprise: Greater Purpose, Ethical Values, Human Growth, Freedom Within Structure, and Unity Mindset. The five pillars are the basic principles that support Noble Enterprises. The sketches demonstrate how these five pillars can be linked to a company's vision and goals and embedded into company culture. Notes on Noble Business is a blog that offers the learner an opportunity to practice Noble Enterprise techniques and skills while connecting with peers online and sharing perspectives. Visit this blog online at <http://www.noblebusinesssolutions.com/blog/>. This training is offered in an online format that is accessible and easy to use. It is designed to fit into the busy schedule of chief executive officers (CEOs) and others in leadership positions. Job aids are included and can be printed out and used later for further reference on the job. A self-assessment tool is available in the Assess section of the e-Learning web site.

A Noble Enterprise (NE) creates competitive advantage by operating in a new way—rethinking the human ingredient. When workers feel valued they are more productive because their creativity and ideas are also valued. An article in the *Journal of International Management*, “The Emerging CEO Agenda”, discusses new innovation models being created to tap existing talent in firms (Mascarenhas, 2009). A Noble Enterprise recognizes the value of human capital, provides space for ideas to grow in and encourages talent from within

## Background and Purpose

For many years traditional business practices worked well for most companies. Now that we live in a highly accelerated global economy, things are changing. The traditional strategies that worked before are no longer effective in the new markets we do business in. Besides this, our workforce needs are changing. According to Mascarenhas (2009), "Business leaders recognize the link between business performance and the people within their organization. And they understand that people-related issues need to be at the heart of the boardroom agenda." (Mascarenhas p. 246).

The Noble Enterprise Business Model was developed by Darwin (Dar) Gillett and is described in his book, *Noble Enterprise: The Commonsense Guide for Uplifting People and Profits* (2008). Dar is a business strategist, corporate futurist and leadership coach. In his book he wrote that Noble Enterprises have a Human Economics mindset. These companies "see the interconnections, not just the parts" (Gillett, p. 156).

The target audience for this course consists of people with leadership responsibility, such as senior management of mid-sized and large corporations. This includes CEOs, senior executives, business owners, executive education providers, those involved in corporate social responsibility, human resource executives, consultants and professional associations, to name a few. The key tools offered in this E-learning course will help these leaders to improve productivity in their companies. A Noble Enterprise provides employees with opportunities for personal and professional growth. This increases a company's intellectual capital, reduces employee turnover rate and creates an overall more positive environment in the workplace (Gillett, p. 178).



A recent survey by IBM, *Capitalizing on Complexity* (2010), was based on face-to-face conversations with more than 1,500 chief executive officers worldwide. Here are a few of the recommendations it lists for leaders.

- Leapfrog beyond “tried-and-true” management styles.
- *Strengthen your ability to persuade and influence.*
- Even if it feels uncomfortable, lead by working together toward a shared vision.
- Dare to relinquish some control in favor of building more mutual trust throughout the organization.
- Don’t present your logic; discover logic with your team (p. 35).

## Goals and Objectives

The core principles of Noble Enterprises are tools that can be used by leaders to transform company culture. Applying *Greater Purpose* when choosing projects can improve the inner and outer community of a company. *Ethical Values*, when practiced, reflect a respect for self, co-workers and all of life. *Human Growth*, when applied, offers ways to acknowledge employees and encourage them to reach greater potential in their own lives and also within the company. *Freedom Within Structure*, when promoted, provides an overall framework within which people can work independently to further their company's interests. *Unity Mindset*, when practiced, brings all divisions and departments of a company together as a community to work towards a unified vision. The purpose of the five pillars is to bring about transformation that improves company culture while elevating workforce performance.

### **Instructional Goals:**

- Introduce leadership tools to elevate workforce performance levels.
- Improve motivation in the workplace.

### **Instructional Objectives:**

#### **1. Understand what a Noble Enterprise is.**

*Cognitive Domain—Knowledge, Comprehension* (Bloom's Taxonomy, 1956)

- a) Define the five pillars of a Noble Enterprise (NE).
- b) Reflect on similarities between your company's core principles and those in a NE.
- c) Reflect on differences between your company's core principles and those in a NE.
- d) Consider applying NE core principles and values that could benefit your company.

**2. Compare Noble Enterprise Business Models with traditional business models.**

*Cognitive Domain—Comprehension, Application* (Bloom's Taxonomy, 1956)

**Sub Goals:**

- a) Identify differences you notice about the way Noble Enterprises function and the way and your company's business model functions.
- b) Identify ways you can make constructive changes within your company by applying a Noble Enterprise approach to leading your company.

**3. Apply Noble Enterprise principles (pillars) to improve poor workforce performance.**

*Cognitive Domain—Comprehension, Application* (Bloom's Taxonomy, 1956)

**Sub Goals:**

- a) Participate in community projects to unify employees and serve a greater purpose.
- b) Promote policies that show respect for all stakeholders and the global community.
- c) Create training and growth opportunities for employees that offer choices.
- d) Build an overall framework enabling employees to work independently and innovate.
- e) Lead by bringing together all departments to work towards a shared vision.

During the course learners will be reflecting in Notes on Noble Business. This is a blog about creating sustainable business success (<http://www.noblebusinesssolutions.com/blog/>).

Course participants are encouraged to share reflections and respond to one another using this blog. This reflection process provides an opportunity for learners to express their views and ask questions.

## Needs Assessment

Effective CEOs and leaders are visionaries. Here are some characteristics of CEOs that were identified in a recent study: humanistic approach; achievement orientation; a positive outlook; a sense of integrity; inclusiveness; and learning and self-awareness (Wood, J. & Vilkinas, T., 2006, p. 222). The study, *Characteristics Associated with CEO Success: Perceptions of CEOs and Their Staff*, also listed the term Reflective Learner (Farkas, C. & Wetaufer, S., 1996, pp. 110-22) in Table 1 (p. 215). Reflective learning within this course is discussed in more detail in the Learning Strategies section.

To study prospective learners, a survey was emailed to the Noble Advisor professional mailing list. Six hundred and forty-nine surveys were sent out and roughly two percent...fourteen surveys...were completed. I will choose survey recipients more carefully in the future and not email surveys to everyone on the mailing list. It would be worthwhile to take more time and do my own research about who to survey. The responses were insightful. To view a web-based version of the results that shows the actual numbers visit this link—<http://www.acdowd-designs.com/NE/survey.htm>.

Those surveyed use the Internet often for work to find professional solutions. They connect with colleagues (using LinkedIn and email) and conduct marketing research. They use the Internet sometimes for work-related training. Customer relationships and product/service offerings are named most important to company success. When evaluating the human dimension, almost half surveyed note that employees are passionate about company and purpose and united towards a common goal. Close to half note that important

decisions in the company are made based on their impact on customer satisfaction. Some thoughtful responses were written for the open-ended question, "What energizes human capital and makes it a powerful contributor to your company's success?"

Responses included:

1. Caring about the people who actually do the work, and training management to listen more to what they have to say.
2. Belief in the vision/mission—culture—pride.
3. Alignment between management, employees, and corporate direction.
4. Good leadership! Too often short term financial performance drives decision.

These responses to the open-ended survey question reveal a genuine interest in improving company culture and communication. The learners this course is focused on are a diverse group of high achievers with a sense of fairness and purpose. A course that encourages CEOs and business leaders to create a Noble Enterprise could be viable in the business world we live in today.

Business leaders are continually challenged in this culturally rich, global economy. They face increasing pressures to improve workforce performance. Numbers become all consuming during times of financial crises. Human capital is often taken for granted as communication skills decline. When the focus shifts to a culture of inclusion, openness and involvement, trust will be restored and the numbers will go up. This happened at AT&T Canada (Gillett, 2008, *Noble Enterprise* p.134). Many business leaders are recognizing the need for a new global ethic that fosters social responsibility and has a positive effect on the world (Howard, 2010).

## Media Selection

The training is delivered via a web site. The first exercise is an instructional video that uses both illustration and quotes from the *Noble Enterprise, A Commonsense Guide to Uplifting People and Profits* (Gillett, 2008). The second exercise a scenario that contains five sketches. Each sketch illustrates a situation using a hand-drawn image with a brief story under the picture. This exercise is the most interactive part of the instruction because it tells a story about a main character facing a challenge. The learner then reflects on the choices and uses the course blog to share these reflections.

A web site is appropriate because this e-Learning course will be easier for people to use if it is simple and transportable. Using Cascading Style Sheets (CSS) is a way to present the content in an accessible format that allows for embedding video and linking to online resources. It is easy to complete the assignments on the blog by just clicking the links within the course. Reflection plays a large part in the activities.

The Needs Assessment reveals that the target audience for this course is made up of people with leadership responsibility that are often reflective learners (Farkas, C. & Wetaufer, S., 1996, pp. 110-22) in Table 1 (p. 215). These CEOs, senior executives, business owners and others are constantly on the go. This self-paced, accessible format is a good choice. Since no files need to be uploaded, it will not be necessary to house the course in a learning management system. This would be more expensive and less flexible. PDFs can be downloaded and printed as take-away guides.

## Task Analysis

The objectives are: understand what a Noble Enterprise is; compare Noble Enterprise Business Models with traditional business models and apply Noble Enterprise business practices to improve poor workforce performance. Figure 1 on the next page shows the Task Analysis.

Figure 1

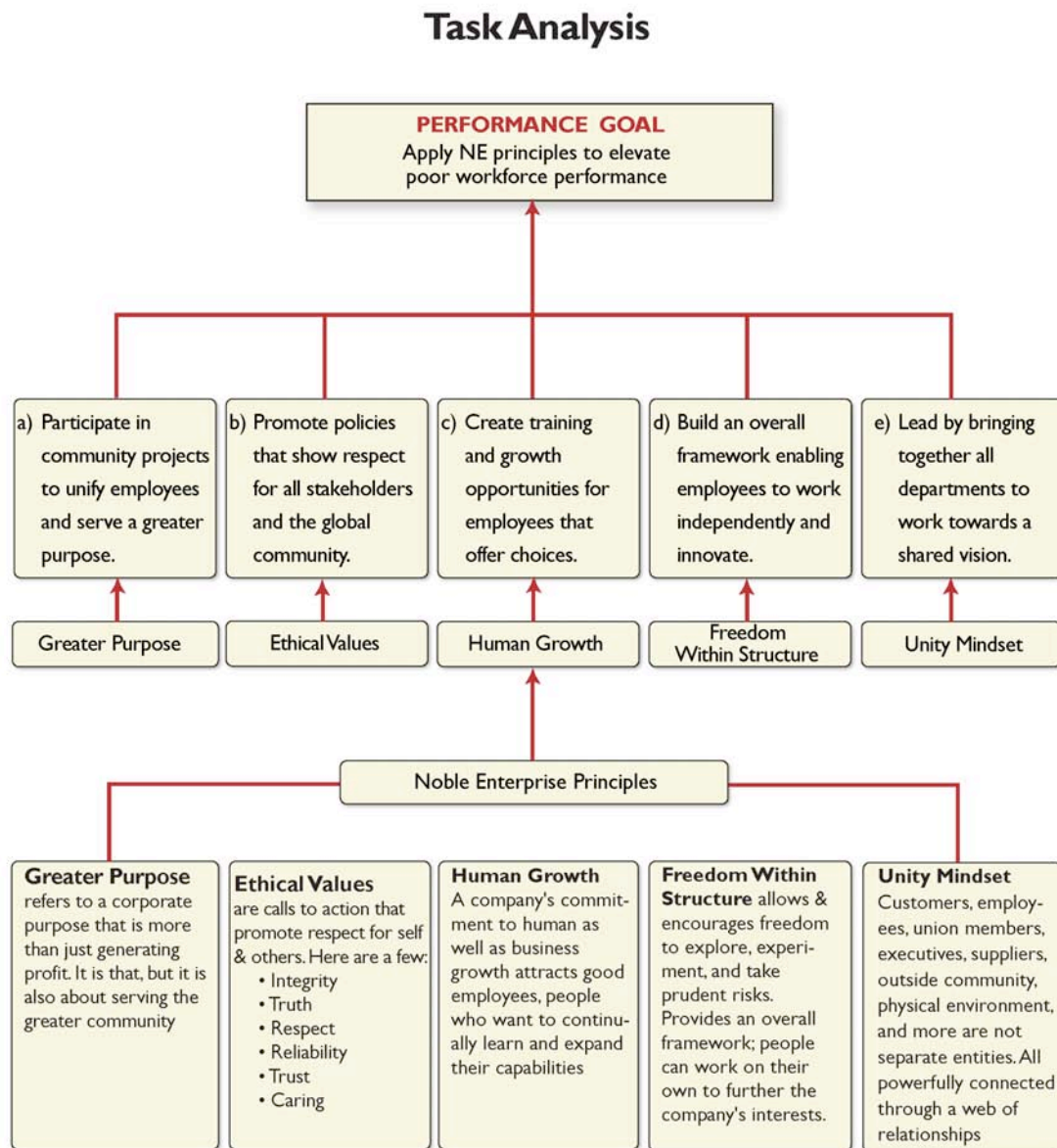


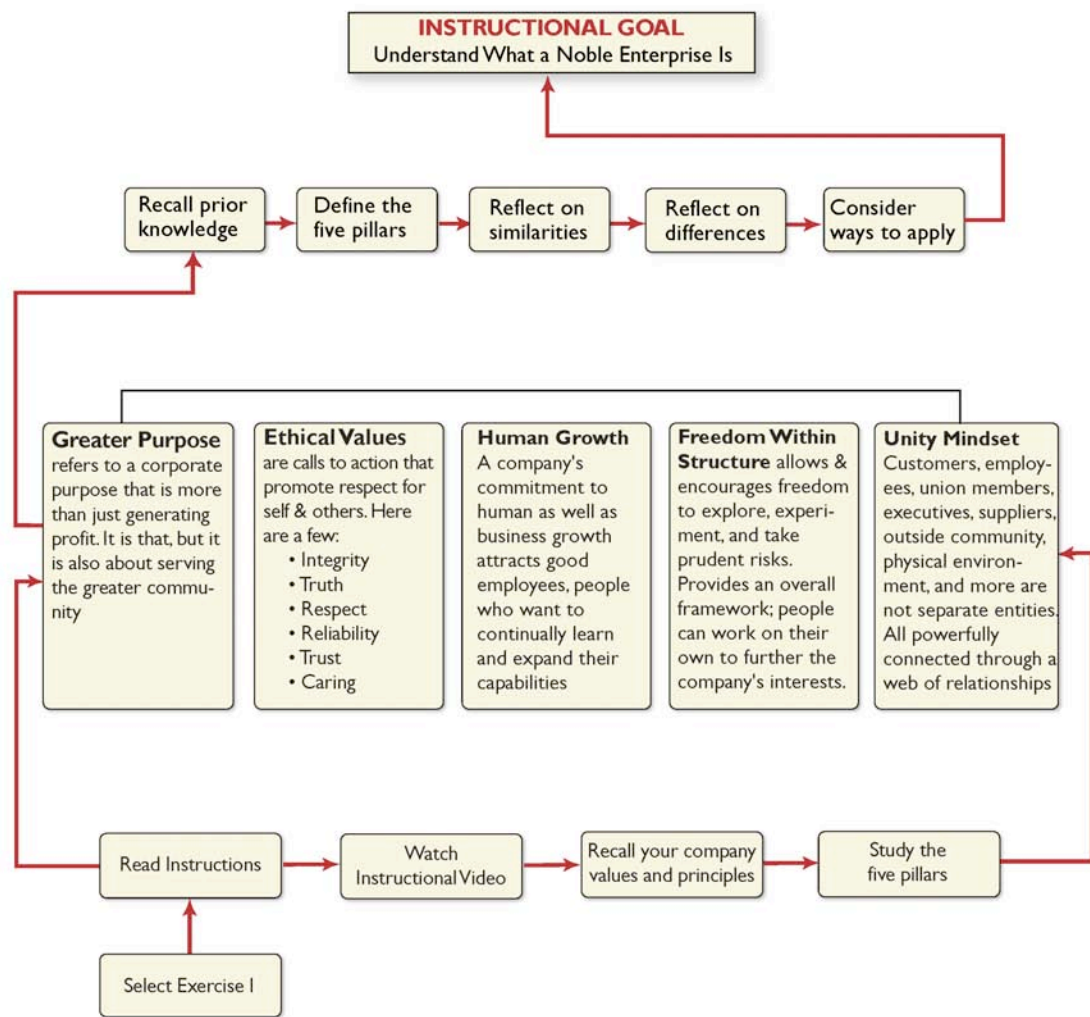


Figure 2 and Figure 2, which follow, illustrate the Instructional Paths for Exercise I and Exercise II. They are shown on the next two pages. The learner watches a video to learn more about what a Noble Enterprise is. Each pillar is described visually and is defined by quotes from the book, *Noble Enterprise, The Commonsense Guide to Uplifting People and Profits*, (Gillett, 2008). Exercise I gives the learner an opportunity to activate and apply prior knowledge from previous experiences. Most companies have core principles and values that are designed by leadership to express a mission or vision. Noble Business Enterprises also have values and principles. All company stakeholders design them. The five pillars further support and embody these values and principles. The training built around the five pillars will be easier to comprehend when learners recall their own company values and principles and compare similarities and differences.

In Exercise II, the scenario, involves the learner in helping the character choose the steps needed to create a Noble Business Enterprise. This activity has some job aid links at the bottom that are presentations by the author, Dar Gillett, about more strategic applications of the five pillars. The job aids include online resources, PDFs, blogs, podcasts, videos and other relevant materials. The activities give learners the opportunity to draw their own conclusions as they practice applying Noble Enterprise practices to help the main character make choices that improve workforce performance. There is a self-assessment form included to evaluate a company's business model

Figure 2

### Exercise I



Prior Knowledge: Experience using the Internet for learning. Experience working in a leadership position

Figure 3

### Exercise II

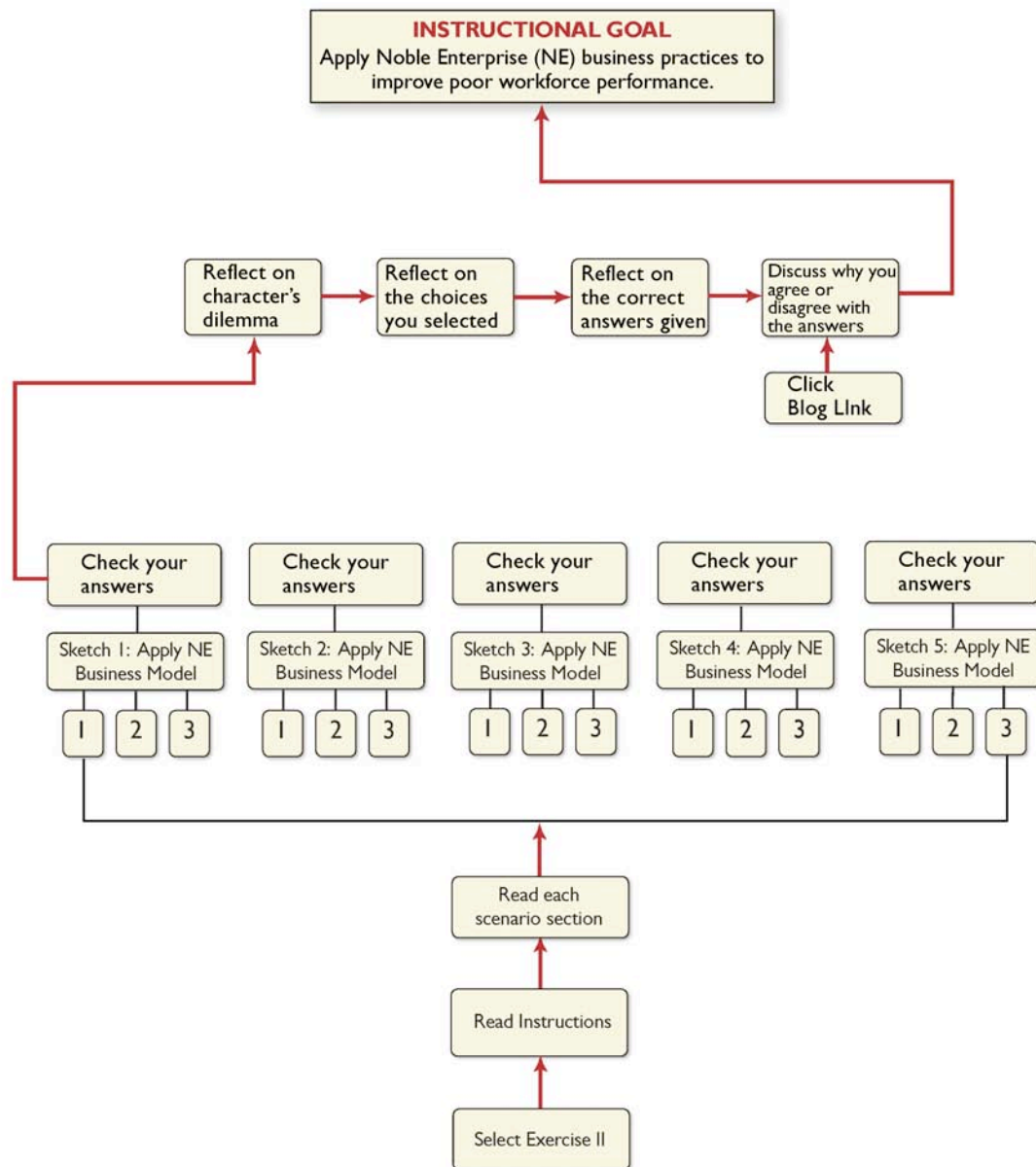


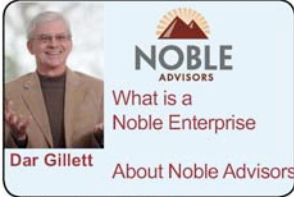
Figure 4

## Storyboard for Video

### Part 1

#### What is a Noble Enterprise?

1



**NOBLE ADVISORS**  
What is a Noble Enterprise  
Dar Gillett About Noble Advisors

Introduce Dar and his book.

2


**What Is A Noble Enterprise?**  
A Noble Enterprise is an Organizat

- Serves ALL of its constituencies
  - ....through the **relationships** that it and nurtures with its employees, cus
  - vendors and communities
  - ....through which **great energy flow** serve that high purpose;

What is a Noble Enterprise (NE)?

3

Both have:  
Vision, Mission, Values, Strategy



What characteristics do NE share with traditional business models?

4

Noble Enterprises live their Vision, Mission & Values



What sets a NE apart from a traditional business model?

5

Sources of Competitive Advantage



Choice of Markets/Customer Niches  
Products/Service Offered  
Costs & Efficiency  
Quality & Speed  
Distribution Channels  
Customer Service

OUTER Sources

INNER Sources

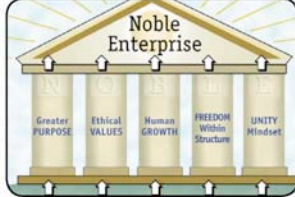
Purpose & Passion  
Ethical Values - e.g., Integrity  
Strength of Human Relationships  
Organizational Culture - e.g., Innovative Spirit

HUMAN ENERGIES

What are the inner and the outer dimensions?

6

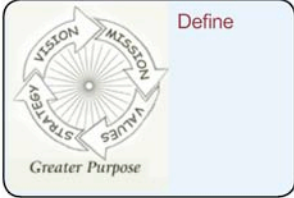
Noble Enterprise



Greater PURPOSE  
Ethical VALUES  
Human GROWTH  
FREEDOM Within Structure  
UNITY Mindset

What are the "pillars" of a NE and how do they function?

7




Define

Greater Purpose

Describe Greater Good

8

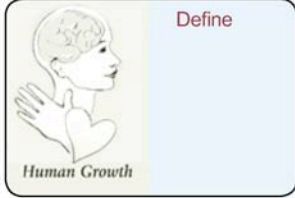


Define

Ethical Values

Describe Ethical Values

9



Define

Human Growth

Describe Human Growth

## Instructional Strategies

This introductory course offering is informal learning. It contains many opportunities for reflection and self-assessment. To sequence and cluster the objectives, a cognitive instructional strategy is used, following the Dick and Carey Model (Dick, Carey, Carey, 2009). Each objective is assigned to an exercise. Exercise I—Understand what a Noble Enterprise is. Exercise II—Apply Noble Enterprise principles (pillars) to improve poor workforce performance. The sub goal activities begin with defining and identifying activities. They move on to comparing and applying activities.

A video is used at the beginning to gain attention. This approach is the first of Gagné's nine conditions for learning (Gagné, 1985). Another strategy that uses Gagné's cognitive approach to learning is to stimulate recall of prior learning. Since most companies have a vision, mission, principles and core values, these similarities are introduced in the beginning to create a sense of familiarity. Noble Enterprises have principles and values that are similar to traditional business models but they apply them differently.

The other content includes a scenario made up of five sketches. The structure of these learning activities is modeled after Merrill's Component Display Theory (Merrill, 2007). This theory works through a four-step process: presentation (tell), demonstration (show), recall (ask) and apply (do). The visuals are illustrations (show) and are accompanied by a narrative that provides details and background information (tell). They are intended to tell a story about a particular work situation. Each scenario sketch also includes details explaining a specific challenge. Learners are asked to help the main character who is faced with a

challenge. The learner must read first the details, study the sketch and reflect on the situation. The next step is to read the recommendations to the right of the sketch and select the best choice. There are learning aids and resources available that can be found in a menu at the bottom of the content. The learner is directed to the Notes On Noble Business blog next to discuss why they agree or disagree with the course's recommended choices. The "tell, show, ask and do" activities are designed to give the learner experience in recognizing the characteristics of a Noble Enterprise. They also engage the learner in comparing Noble Enterprise business models with traditional business models.

The course layout was designed to avoid over stimulation and provide enough white space to give the eyes a rest. Using images and text side-by-side creates an "integrated presentation" that is easier to assimilate. A "separated presentation", where the words and images are misaligned, creates "incidental cognitive load" (Mayer, Moreno, 2003). The Needs Assessment revealed that reflective learning was often preferred. It also noted that the learners are in and out of meetings. It is likely that they will have to complete the course in parts. For this reason it is presented in an accessible, easy to use, web page format with separate exercises. The exercises build on one another yet can be approached individually. This modular style has a constructivist approach. The user interface is a simple layout with only the essential elements included. It provides helpful navigation that guides the learner and highlights the current location.

Learners will practice by creating discussions in the blog. This provides a rich exchange of knowledge. In the future, a Community of Practice (COP) will be started. There is an opportunity to connect with an expert through the blog forum. It is possible that in the future an in-person session will be arranged so that people can meet and share stories about their learning experiences. Having an in-person session would reinforce Noble Enterprise practices, which support connectivity. There is an assessment at the end of the course.

## Prototype Design

Figure 5

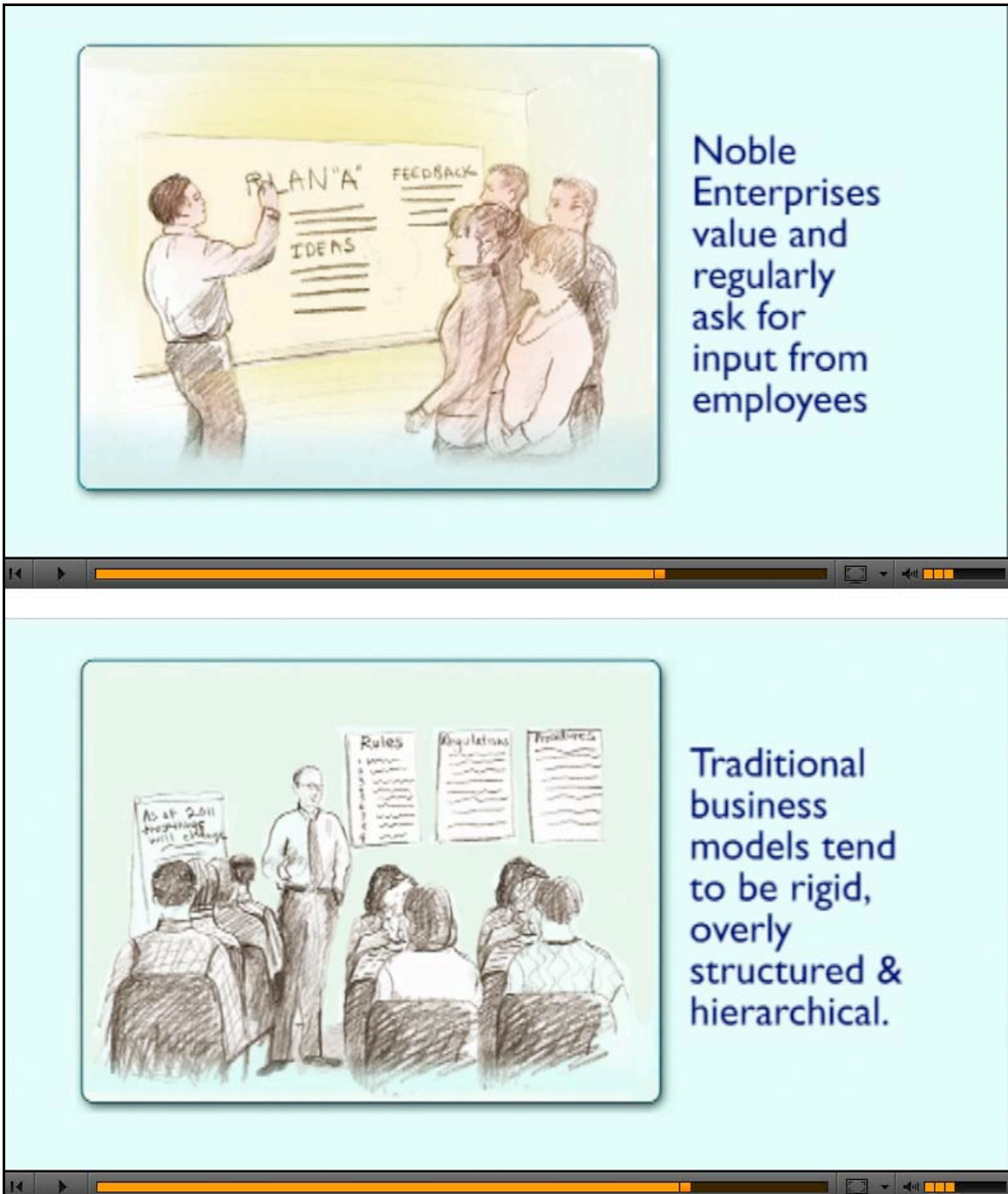





Figure 6



## Five Ways to Elevate Workforce Performance

Applying the Noble Enterprise Business Model

A self-paced online course and study guide for those in leadership positions

[Home](#) | [Objectives](#) | [Exercise I](#) | [Exercise II](#) | [Assessment](#) | [Contact](#) | [About](#)


### Exercise II

[Instructions for Exercise II](#) • [Scenario Details](#)

Sketch 1
Sketch 2
Sketch 3
Sketch 4
Sketch 5

**Sketch 1: Creating a Corporate Culture of Vision and Purpose**

If you were in Jonathan's position, how would you improve workforce performance and build company pride and loyalty? Click the choice you feel is best and check your answers (opens in new window).



Jonathan was aware that workforce performance was declining. Morale was low and employees were not taking pride in their work as they had in the past. He called a meeting to discuss ways to boost productivity, improve employee morale and build company loyalty. Representatives from all organizations were invited to attend. Employees were also invited to attend the meeting. Input was only sought from senior leaders.

**Choice 1** Get the employees together and give a speech about how important they are to the company. Ask them to work harder and faster for the good of the company. Assign a manager to monitor and work closely with employees. Stress that if they don't meet certain criteria their pay will be reduced.

**Choice 2** Tell your employees that times are tough and their jobs are on the line. Mention that the company needs their support. Divide them into competitive teams and create team themes to boost spirits. Assign a manager to oversee the work of each team with a warning that teams that don't do well will get cuts in pay. Ask the manager to report to the senior manager on an every other day basis.

**Choice 3** Interview employees to get input from them as to how production can be improved. In these interviews, explain the company vision, values and strategy to help employees to see themselves as an integral part of the company. Integrate the "inner" and "outer" dimensions of your company by taking the time to listen to employee suggestions and work with them to improve production.

[Job Aids](#) | [Glossary](#) | [References](#) | [Blog Forum](#)

Figure 7



The screenshot shows a website page with a light blue header and a dark blue navigation bar. The header contains the Noble Advisors logo on the left and the title 'Five Ways to Elevate Workforce Performance' in the center, followed by the subtitle 'Applying the Noble Enterprise Business Model' and the text 'A self-paced online course and study guide for those in leadership positions'. The navigation bar includes links for Home, Objectives, Exercise I, Exercise II, Assessment, Contact, and About. The main content area is white and features the title 'Exercise II' and subtitle 'Sketch 1—Answers'. Below this, there is a section for 'Sketch 1: Building Company Pride and Loyalty in a Noble Enterprise.' which lists three choices. Choice 1 and Choice 2 are described as inappropriate, while Choice 3 is identified as the most appropriate. At the bottom of the page, there is a footer with contact information and a copyright notice.

**Five Ways to Elevate Workforce Performance**  
Applying the Noble Enterprise Business Model  
A self-paced online course and study guide for those in leadership positions

[Home](#) | [Objectives](#) | [Exercise I](#) | [Exercise II](#) | [Assessment](#) | [Contact](#) | [About](#)

**Exercise II**  
Sketch 1—Answers

**Sketch 1: Building Company Pride and Loyalty in a Noble Enterprise.**

**Choice 1**  
This approach would not be because it is intimidating and would not creating lasting improvements in performance or company loyalty.

**Choice 2**  
This approach would not be used because it is intimidating. The level of control introduced would cause stress and anxiety in the workforce.

**Choice 3 is the response most appropriate in a Noble Enterprise**  
This approach would be used by a Noble Business Enterprise. It seeks input from employees, builds loyalty by educating about the company's Greater Purpose and follows through by acting on employee suggestions.

[Job Aids](#) | [Resources](#) | [References](#) | [Blog Forum](#)

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Figure 9

## Notes on Noble Business

Creating Sustainable Business Success One Business at a Time  
[www.NobleAdvisors.com](http://www.NobleAdvisors.com)

### Applying the Noble Enterprise Business model

I have collaborated with Angela Dowd to create an online course that discusses implementing the Noble Enterprise business model. The course is in test mode right now but this blog entry will allow users to post their comments and assignments.

This entry was posted on Monday, December 6th, 2010 at 9:09 am and is filed under [Executive Education](#). You can follow any responses to this entry through the [RSS 2.0](#) feed. You can [leave a response](#), or [trackback](#) from your own site.

#### 5 Responses to “Applying the Noble Enterprise Business model”

**Angela Dowd Says:**  
 December 6th, 2010 at 1:17 pm

Exercise 1  
 This is a test


**Karen Jeisi Says:**  
 December 12th, 2010 at 10:28 pm

Exercise 1 — Noble Enterprise Video: thought the video was clear and concise and that the pillars of a Noble Enterprise were explained well. More time could be spent on The Sources of Competitive Advantage (Outer and Inner) chart. The company I'm working for currently has some of the dimensions of a NE but needs more emphasis on Human Growth and Freedom w/i Structure.

**Karen Jeisi Says:**  
 December 12th, 2010 at 10:44 pm

5 Ways to Improve Workforce Performance Course: Exercise 2 (5 Sketches): 'correct' answers support the NE pillars; ans to sk 2 (tell sales reps to lv) might be difficult for even a NE to do — probably more likely that Sales SVP might call the customer after sales call to explain values(esp respect for employees); in sk 5, could actually combine parts of ans 1 and 3 with 2 to make a complete solution.

**Dar Gillett**



Dar is a business author and international speaker on strategies for building competitive advantage and sustainable success. With degrees from Yale and Chicago in economics and business, Dar has pioneered in the field of strategic planning and the leadership of knowledge-based businesses.

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

**Pages**

- » [About Noble Enterprise](#)

**Archives**

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- » [March 2009](#)
- » [January 2009](#)
- » [December 2008](#)
- » [November 2008](#)

## Usability Review

Reviewers were receptive to the format and color scheme. They had no problems finding their way around or doing the exercises. Here are some comments on changes that can easily be made:

- Create a continue button at the bottom of each page to make it easier to use. As it is designed, the user has to go to the top of the page to select the sketches.
- Make the assessment form interactive.
- Spend more time explaining the Competitive Advantage Chart (in video).
- Regarding the scenario choices, there are times when even a Noble Enterprise would be challenged to choose the correct response. One example is in Sketch 2, where the CEO tells the sales rep to leave.
- Regarding the survey, including a letter would have been more personal.

Some other comments:

- The course does teach what a Noble Enterprise is.
- The sketches are effective.
- Using a blog to generate discussion works well.
- The directions are fine.
- Blogging was easy and effective as a tool for reflection.
- The difference between a NE and a traditional business model should make sense to anyone.

## Assessment

### **The company I work for is similar to a Noble Enterprise in these ways:**

- We are encouraged to network with other departments.
- Employees have an opportunity to develop professionally and personally.
- Employees can voice concerns and be heard by management.
- Our company participates in community-wide events that build team spirit.
- Leadership listens to employees and works to resolve their concerns.
- People collaborate more often than they compete.
- Our corporate culture is one of Inclusiveness.
- The decisions made on a day-to-day basis are based on our corporate values.
- There is mutual respect among leadership, management and employees.
- Management is structured to allow for freedom to explore new ideas.
- There is room for prudent risk taking, even if we do not always succeed.

### **The company I work for is different from a Noble Enterprise in these ways:**

- All departments are separated and we rarely come together as a whole.
- Only senior management has a say at meetings.
- There are a lot of meetings to attend yet issues rarely get resolved.
- Employees do not know what the company mission is.
- Our values are framed and hung on the wall in the office and in the annual report but none of the workers know what they are or why we have them.
- We have strategies but no one communicates them to the employees.
- Management bullies employees and refuses to work with union reps.
- The same people get awarded over and over. Many employees never get a chance to shine.
- Once an employee is assigned a position they end up staying there for many years without opportunity to move up or try new departments.
- People will ignore unethical behavior if it means making a bigger profit.
- No one trusts anyone and there is a lot of talking behind peoples' backs.

**Is the Noble Enterprise business model realistic for your company?**

| Yes I think it could work in this way and for these reasons: | No, I don't think it would work at this time for these reasons: |
|--|---|
|  |   |

**Did this course give you a clear introduction to what a Noble Enterprise is?**

- Yes
- No

**Do you think you will continue blogging with others on the Notes on Noble Business Blog?**

- Yes
- No

**Would you be interested in taking a more in-depth course that teaches about Noble Enterprise strategies?**

- Yes
- No

Here is one reviewer's response to the assessment questions. I put the answers in paragraph form. The reviewer is an instructor at a local design college and a user interface designer at a major corporation. She mentioned that she has been to many workshops on this topic and has found them to be all talk and exercises—that actually rarely affect the workforce. She said that often they are boring and demeaning in terms of information—treating learners as if they are less able to grasp “the message”. The reviewer noted that PowerPoint presentations are ineffective. She felt this course presentation was much more respectful.

The assessment filled out by this reviewer was based on her work as an instructor at a design college. She indicates that employees are expected to develop personally and professionally but the company does not pay for it. Employees cannot voice concerns and be heard by management without repercussion. Her company may participate in community-wide events when the publicity looks good for the school. Leadership does not noticeably listen to employees to resolve concerns. People do collaborate, among instructors, more than they compete. The corporate culture is not inclusive though they say it is. Decisions made on a day-to-day basis are based on the bottom line rather than corporate values. Management is not structured to allow for freedom to explore new ideas. Departments meet two times a year. Only senior management has a say in policy decisions. Issues get solved for senior management but not in a way that satisfies the rank and file workers. Employees do not know what the company mission is. Some strategies are communicated. The same people get awarded over and over again. Once an employee is assigned a position, he/she ends up staying there for many years with no opportunity to move up. People will ignore unethical behavior if it means making a bigger profit. Her college would not spend money on a program like this at this time. She notes that the Noble Enterprise is not a new or revolutionary idea...it

has been around for fifty years. The course gave her an abstract introduction to what a Noble Enterprise is but not anything concrete. She will not continue to blog or be interested in courses on Noble Enterprise strategies.



Figure 10

### Effective Leadership

Thank you for completing this survey—it should only take a few minutes. Please respond by October 15th. Your responses are confidential. The answers you provide will help in the design of an online professional development course for people with leadership responsibilities in mid-sized and large corporations.

Course exercises will demonstrate new perspectives on what constitutes great leadership. The course will provide methods for drawing out the talent and expertise of an organization while fostering its spirit.

These perspectives are based on the book NOBLE ENTERPRISE: The Commonsense Guide for Uplifting People and Profits, by Darwin Gillett. The Noble Enterprise business model recognizes the central role of human energies within an organization. Using this model, leaders build strong networks of human relationships that stimulate connectivity while creating success, value and profit for the organization.

Please choose the responses that best describe your situation. The survey will be submitted once you click "Done" at the end.

**1. Do you use the Internet for work in any of these ways?**

|   | Always                | Often                 | Sometimes             | Seldom                | Never                 |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1) Searching for professional solutions   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 2) Connecting with colleagues             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 3) Participating in work-related training | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Any additional ways not noted above?

**2. Rate the relative importance of each of the following to your company's success.**

|                                     | most important        |                       |                       |                       |                       | least important       |                       |                       |                       |                       |
|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1) Product/Service Offerings        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 2) Financial Discipline             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 3) Customer Relationships           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 4) Human Capital                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 5) Business Strategy                | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 6) Continuous Improvement Practices | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 7) Company Culture                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 8) Leadership Effectiveness         | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 9) Top Management                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 10) The Management System           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Figure 11

### Effective Leadership

**3. Evaluate the Human Dimension of your business.**

|  | Always                | Often                 | Sometimes             | Seldom                | Never                 |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1) To what extent do you regularly survey your employees?                          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 2) To what extent do you use the results of these surveys to make improvements?    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 3) To what extent are your employees passionate about the company and its purpose? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 4) To what extent do employees unite toward a common goal vs. compete and fight?   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 5) To what extent is your Human Capital helping create great business performance? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**4. How are important decisions made in your company?**

|   | Always                | Often                 | Sometimes             | Seldom                | Never                 |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1) To what extent are decisions made based on their financial cost and impact?                | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 2) To what extent are decisions made based on their impact on employee morale and motivation? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 3) To what extent are decisions made based on their impact on customer satisfaction?          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 4) To what extent are decisions made by the people involved in implementing company changes?  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 5) To what extent are important decisions communicated to the organization and explained?     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**5. What energizes Human Capital and makes it a powerful contributor to your company's success?**

**6. Thank you for your participation. Would you like to see a summary report of the survey reports?**

yes

no

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## Conclusions

This project has been a great learning experience for me. I have been interested in leadership training for a while and have designed training materials for different clients in the past. Dar Gillett has been a client for years. I create illustrations for his presentations and publications. Designing a video and web site to teach about the five pillars has given me a new perspective on what a Noble Enterprise is.

A good subject matter expert can help a designer to communicate more effectively. When designing instruction it is essential to connect with learners by using language they are familiar and comfortable with. Karen Jeisi's suggestions, when writing the scenario and sketches, taught me a lot. Karen has a clear understanding of leadership in business.

There are parts of this course that I will continue to work on. One of them is building in better accessibility. Usability is also the backbone of all good design. People are busy and sometimes impatient. Finding ways to make a course easier to navigate or less complex is an important goal. Another design challenge I want to learn more about is designing for people with different learning preferences. Technology continues to transform the way we design training and the way people learn. This is a very exciting time to be an instructional designer.

Working with a writer and a subject matter expert I have designed a rich and colorful e-Learning course that focuses on values-based leadership. While researching topics on leadership, ethics, and corporate culture I read several articles that talked about positive changes in the business world. Perhaps the principles and values shared in The Noble Enterprise Business Model are becoming more evident all around us.

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