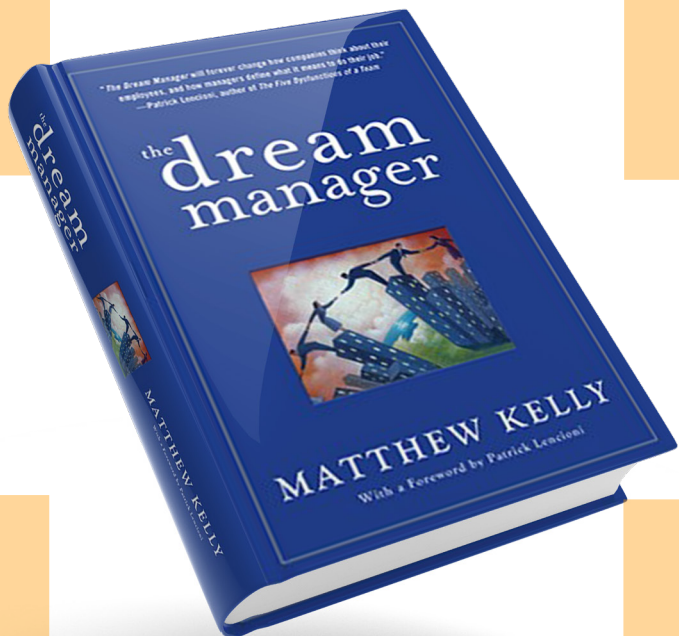




**PRESENTS**



# THE DREAM MANAGER

BY MATTHEW KELLY

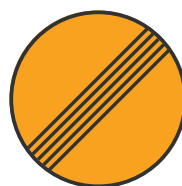
*The Dream Manager is a business fable by Matthew Kelly about a fictional janitorial service company that uses company culture to dominate a tough industry. Tough because the margins are traditionally low, the employees that work in the industry are often disengaged, and there are no barriers to entry, so competition is fierce.*

*I listened to The Dream Manager during my Sunday runs and I knew it was a good book because I actually looked forward to putting on my running shoes! I hope you will take the time to read this book, listen on Audible, or download to your favorite device. Below, I've endeavored to extract my favorite nuggets from the book along with a few comments.*

**Dream on!**



Jonathan Slain



**AUTOBAHN  
CONSULTANTS**

**PS-**

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## FOREWARD

PAGE  
IX-X

“Today, with the increasing shortage of skilled labor in the job market—and the unprecedented leverage that it has given employees—the search for an effective solution to the retention problem in the corporate world has become nothing short of an obsession.

Unfortunately, managers and human resources professionals have traditionally focused most of their attention on levers like compensation and benefits. They’ve raised salaries, increased bonuses, awarded stock options, increased vacation time, and let people bring their pets to work—with limited success, at best.

The truth is, few people—if any—work for money alone.”



## THE DILEMMA

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1

“... the great majority of people in the workplace today are actively disengaged.”



Written in 2007 and the issue continues to get worse.



PAGE  
3

“In the coming decades, we will witness the next great corporate battle—the war for talent.

But it is not enough simply to hire the right people. The ability to attract, engage, and retain talent will be the number one strategic objective of every successful modern leader and organization.”



I want to thank my good friends and clients at Tordec Construction in Monterrey, Mexico. Their passion for pursuing excellence in company culture, and applying the principles in this book, have inspired me!

PAGE  
4

“When a company forgets that it exists to serve its customers, it quickly goes out of business. Our employees are our first customers, and our most influential customers.

This is the story of how one leader and his executive team set out to transform a business by actively engaging a disengaged workforce.”

## PART 1: DESPERATION



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“Sure, plenty of companies have turnover problems nowadays, and building a team has perhaps never been more difficult. But if you think your company has a turnover problem, try getting people to clean toilets.”

PAGE  
8

“All he could hear was a *Winnie-the-Pooh* tape his son used to listen to as a child playing over and over in his mind, and it was stuck on the line, *If you do what you’ve always done, you’ll get what you’ve always gotten.*”

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“The question is not, how much is [a dream manager initiative] going to cost us? The question is, how much is this going to save us? Depending on who you listen to, the cost of turnover is anywhere from 25 to 150 percent of an employee’s annual compensation.”



Programs to improve company culture are harder to measure than other investments, but they can be measured, and the benefits outweigh the costs every time!

## PART 2: THE INITIATIVE

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“These people all have dreams. We need to find a way to connect their job today with their dreams for tomorrow.

I think we can help our employees build a bridge between their NOW and a better FUTURE. Dreams are the bridge.”



I love a good bridge metaphor!

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25

“If we can help our employees beyond the quiet desperation of mere survival by teaching them to dream again, and help them to fulfill their dreams, we’ll create a loyalty and dedication that’s unmatched. And then our people will bring the passion and energy they have for their dreams to their work.”

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“In many ways, we are our dreams. But people stop dreaming because they get caught up in the hustle and bustle of surviving. And once we stop dreaming, we start to lead lives of quiet desperation, and little by little the passion and energy begin to disappear from our lives.”

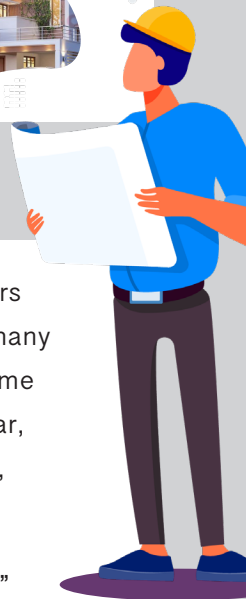


“*The mass of men lead lives of quiet desperation*” is a famous quote from Henry David Thoreau in his essay on Civil Disobedience published in 1849. How much has that changed in the past 170 years?

“The Dream Survey had only one question: What are your dreams?”



This is a simple enough survey to conduct at your company . . .



“Simon realized that things he took for granted every day were distant dreams that others only wished and hoped for. And it quickly dawned on him that the executive team, and many of the managers, had no idea what drove the people they managed and worked with. Some wanted to go to college, others wanted their children to go to college. Some wanted a car, others a vacation. One employee simply wrote, a proper Christmas, while another wrote, a better life for my children.

What was the most common dream among the employee responses? Home ownership.”

“A Dream Manager is someone who will help our employees achieve their dreams.”

“As best I can tell, there are two things that keep people interested in a job: the sense that they are making a difference and the sense that they are progressing or advancing.

When people feel they are progressing, they are much less likely to start looking around for another job. It is when they don't feel that they are advancing that they start to get restless.”

“The employee-employer money paradigm is a thing of the past. The modern employee is looking for things much more abstract than a simple pay raise. Sure, they want to be well compensated, but they are conscious of lifestyle, work environment, and more than ever they want work that is engaging.”



Only 29% of millennials are engaged in their jobs.

Source: Gallup



Especially true of Millenials!

“Greg took Simon, Sean, Michelle, Sandra, and their spouses to the Caribbean for an off-site strategic planning session. It was a combination of work and reward. . . in Antigua.”



Sounds good to me!

“... we should ask the employees how they think we should enhance the program. We can't underestimate how important it was that the employees got to have a say in the beginning. We shouldn't shut them out now. Let's keep them involved in the process.

There is no substitute for involving everyone in the process.”



**Create a Tiger Team at your company, a cross sectional representation of your entire company, to help determine the best way to implement a Dream Manager program.**

### PART 3: THE EXPANSION

“... building a culture of dreams. The notice board in the employee lunchroom, which used to be splattered with the kind of mundane announcements you find on most notice boards, was now covered with photos and other evidence of dreams achieved.”



“Simon's focus was back on hiring, only now he wasn't just looking to fill places. He didn't have to frantically go looking for new employees and place endless advertisements on Web sites and in newspapers anymore. People were coming to Admiral now.

Admiral had been used to spending thousands of dollars and hundreds of hours painfully recruiting people, but not anymore.”



**Improving the culture led to the fish attempting to jump in the boat at this fictional company. Isn't that a great goal for every company?**

“It just makes sense if you really stop and think about it, Greg explained to the executive team. Most businesses fail because they have a few rainmakers and an army of administrative support. In any successful business, everybody has to be part of the sales force. When everybody sells, you're destined to succeed.

Once people know you care about them, that you are invested in them, they respond in kind, and then everybody sells.”

“Some turnover is good. Zero turnover isn't healthy. If we elevate them and help them achieve their dreams, some of them are naturally going to outgrow us...”



Woah!



“Just this—the greatest problems we will face in corporate America in the next twenty years all surround the area of human resources, in particular, talent and labor. Executives will ignore these challenges at their peril. CEOs have to become as dedicated to scouting, nurturing, and acquiring talent as football coaches are. The future of any sporting franchise depends on the talent that takes the field. What makes you think your business is any different?”



**Assemble your team as if you are striving to put together the team you want to take to the Olympics of your industry.**

“I also find myself thinking about their dreams. We will be in a staff meeting or working together on a project, and I will catch myself wondering, How can I help him live that dream? or Which of her dreams can I help her accomplish this year? The best part of all this is that I don’t think my response—a desire to help my staff members achieve their dreams—is extraordinary. I think it is human. When we know the dreams of the people around us, we want to help them live those dreams. There is something incredibly fulfilling about helping someone else achieve a dream.

In January, I hold staff reviews and I encourage each of my employees to bring their list of one hundred dreams to their review. As part of their review, I like to talk to them about their dreams, and during that meeting I try to pinpoint one dream that I can help them achieve in the coming year.”



**How about dreams as a part of each quarterly conversation or annual review?  
The thought by itself makes me smile . . .**

“So, you’re a manager. You picked up the book, and you like the idea, but where do you start? Here are four first steps.

**STEP ONE**

Write your own Dream List. Examine each of the twelve areas and come up with a list of one hundred dreams.

**STEP TWO**

Spend half an hour each morning walking around, visiting with your team members. Begin to take a sincere interest in their work and their lives.

**STEP THREE**

Pull your team together for a Dream Session.

**STEP FOUR**

Use employee reviews as an opportunity to take an interest in the dreams of the people who report to you. Try to pinpoint one dream you can help and encourage each team member to accomplish in the next twelve months.”

# BUCKET LIST

ROCK YOUR  
LIFE PLAN

## INSTRUCTIONS

1. **Divide your Bucket List into mini-buckets to help stimulate your thinking** - Thrills, Achievements, Family, Crazy Ideas, Travel, Active Goals, Religion, Physical, Emotional, Intellectual, Spiritual, Material Possessions, Professional, Creative, Legacy, Character Building. Which of these mini-buckets appeal to you?
2. **Hot Pen** - Sit down and brainstorm 100 ideas, put pen to paper and don't stop writing. Don't overthink or cross anything off. Brainstorm! Come back to the list a week later to edit and distill it down.
3. **Prioritize** - Put dates by at least 1- 2 items on your bucket list per year.
4. **Dream Big!** - The ideas below were inspired by the book, The Dream Manager, by Matthew Kelly, an excellent resource on this topic to help you accomplish your personal dreams and those of everyone who lives and works for and with you!

### PHYSICAL

- look and feel healthy
- run a marathon
- quit smoking
- lose weight (get back to college weight)
- drink less alcohol (and drink better quality when I do)

### EMOTIONAL

- help my spouse and children discover and pursue their dreams
- buy my own home
- be in a great relationship
- take my spouse to Italy
- really try to listen more

### ADVENTURE

- visit the Great Wall of China
- see U2 live in concert
- walk the Appalachian trail
- walk The Camino
- visit the Picasso museum in Paris
- go skydiving
- climb a 14,000 foot-mountain
- take off 1 month a year to recharge

### PROFESSIONAL

- get a promotion
- become #1 in the market
- build a dynamic team/ department
- develop a new product
- reach \$100 million in sales

### FINANCIAL

- pay off credit-card debt
- start a college fund for my children
- earn \$250,000 per year
- build a stock portfolio worth \$1,000,000

### CREATIVE

- write a book
- learn to play guitar
- take a painting course
- study photography

### PSYCHOLOGICAL

- strengthen my willpower
- overcome my fear of public speaking
- face my addiction

### CHARACTER

- develop patience
- do what I say I will do
- be respected for being completely trustworthy

### MATERIAL POSSESSIONS

- get a new car
- buy my dream watch
- own a place by the beach

### INTELLECTUAL

- go back to school
- learn another language
- read more


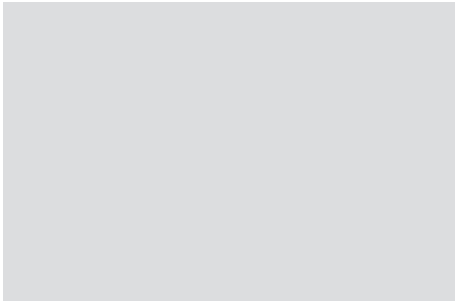

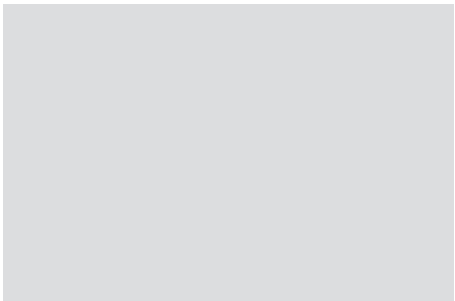

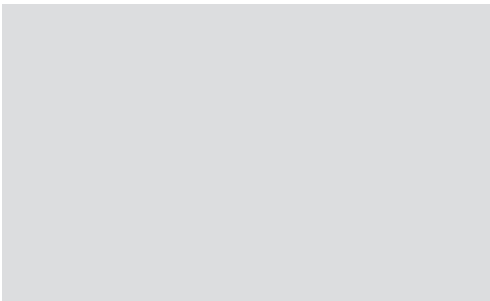

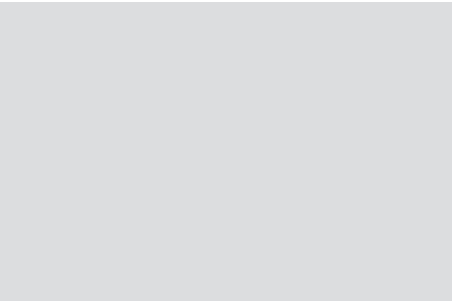

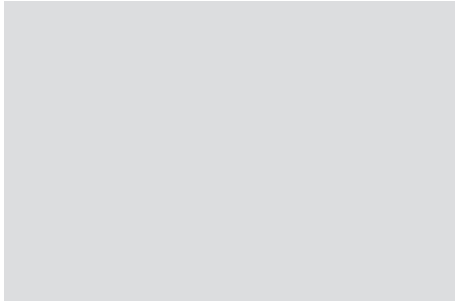

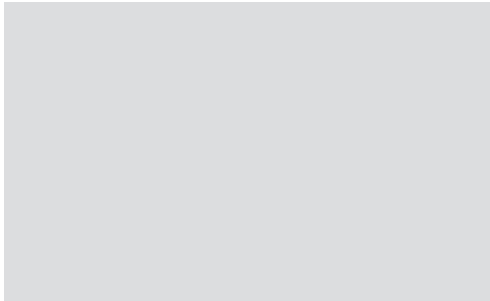

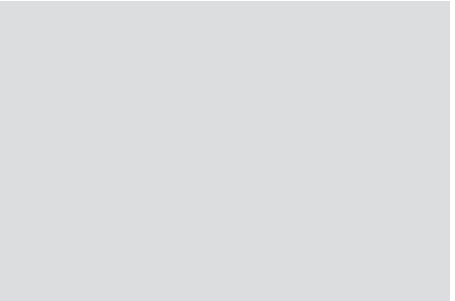

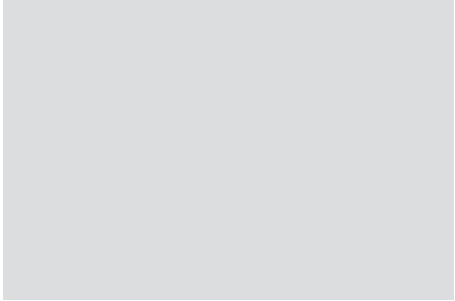

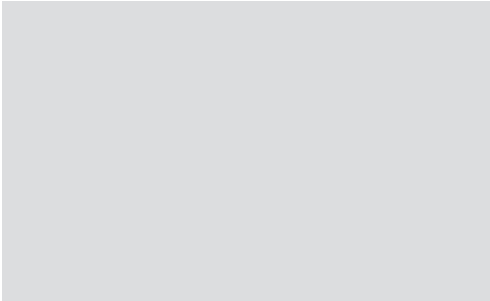

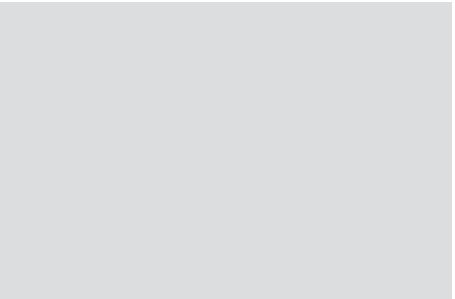

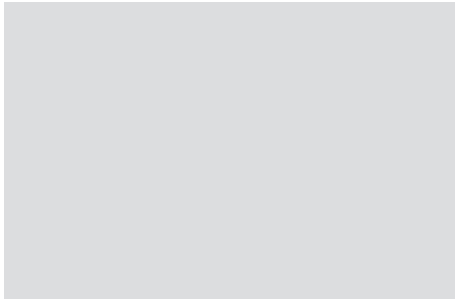

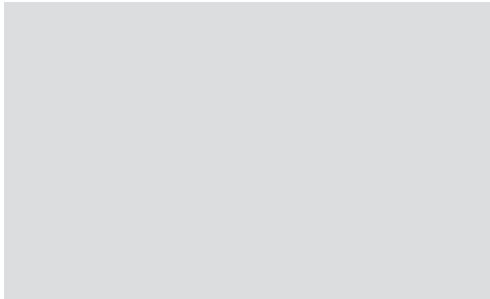
### SPIRITUAL

- develop greater inner peace
- learn to enjoy uncertainty
- study the Scriptures



# BUCKET LIST

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2. **Hot Pen** - Sit down and brainstorm 100 ideas, put pen to paper and don't stop writing. Don't overthink or cross anything off. Brainstorm! Come back to the list a week later to edit and distill it down.



# SLAIN FAMILY BUCKET LIST

## THRILLS

- ~~• SCUBA with Sharks (Completed 2014)~~
- ~~• Have dinner at French Laundry (Completed 2018)~~
- Drive Lamborghini (2020?)
- Catch live lobsters in the ocean
- Go Tuna Fishing and eat sushi right on the boat
- Dinner with a major movie star or POTUS

## ACHIEVEMENTS

- ~~• Build a crazy fast computer (Completed 2017)~~
- ~~• Publish a book (Completed 2019)~~
- ~~• Set up a foundation to donate to abused and neglected kids (Completed 2019)~~
- Write a memoir (if my story is good enough...)
- Be invited to join YPO
- Be Global Board Member of EO
- Get a Patent
- Story in NYT
- Lobster tank in my house
- Build a \$100M company
- Get Pilot's license with Katherine for small plane
- Win over \$10,000 in a day playing Blackjack

## FAMILY

- ~~• Buy 139 E Washington (Completed 2019)~~
- Build a dream house with Katherine (2023)
- Set up a foundation to pay for education of our kids, grandkids, and all family (loans that they could repay at 0% interest)

## CRAZY

- ~~• Buy Katherine a BMW in Munich (Completed 2017)~~
- Be on This Old House
- Celebrate 50th wedding anniversary
- Ride in a jetfighter
- Own a second home? Beach house?
- Live to 126!

## TRAVEL

- ~~• San Francisco Tonga Room Bar (Completed 2016)~~
- ~~• Hawaii (Completed 2017)~~
- ~~• Japan (with kids) (Completed 2019)~~
- Chunnel (2021)
- Tours by Disney, National Geographic or UNC
- African Safari (with kids)
- Great Barrier Reef (with kids)
- Sail Bahamas (with Kids)
- Great Wall of China
- Little's House in France
- Yellowstone
- Florida Keys
- Lisbon, Portugal (Ramiros for shellfish)
- Alaska
- Rio, Brazil for Carnivale
- Mexico City for Dia De Los Muertos
- Everglades
- Eurorail
- Hong Kong
- Bora Bora or Fiji
- Colorado River (White Water)
- Iceland (with Kids)
- Vancouver/Portland
- Whistler Skiing (with Kids)

## ACTIVE:

- ~~• 10K in under 1 hour (Completed 2014)~~
- ~~• Half Marathon in under 2 hours (Got close twice in 2015)~~
- ~~• Dogsledding (Completed 2017)~~
- ~~• Broadway Play with Girls (Completed 2018)~~
- Attend Oscars
- Attend Superbowl
- Attend Wimbledon
- Duke vs. UNC Basketball game in Front Row
- Attend Summer Olympics
- Master SCUBA Diver