



***Building Killer Committees***

***By***

***Phil Bruno***

***For***

***KCMPI 2007***

***Education Conference***

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# Characteristics of the KILLER Committee

## **Clear goals**

Everyone understands the purpose and goals of the committee.

## **Clearly defined roles**

Everyone's talents are recognized and utilized.

Everyone understands one another's duties, responsibilities.

Each member knows how he/she fits into the bigger picture.

## **Procedures**

Members agree on decision-making approach; use consensus when possible.

## **Clear communication**

Information flows easily, openly, and honestly between members.

Messages are:

Clear

Simple/easy to understand

Brief

Timely

Sent and received using good listening skills

## **Balanced and constructive participation**

All members participate fully in team decision-making and problem-solving, as appropriate.

There is a high degree of trust among members, and conflict is dealt with openly and worked through.

## **Ground rules**

Team establishes rules/norms that everyone agrees to support and abide by.

Stage	Characteristics	Leader Strategies
1. <b><u>FORMING</u></b>	Heavy dependence on the Team Leader Anxiety about the new role/task/people Minimal work accomplished	Agree on purpose Clarify goals, tasks, roles/ responsibilities and ground rules Listen to concerns, issues, needs
2. <b><u>STORMING</u></b>	Resistance Conflict/competition among team members Impatience Minimal work accomplished	Listen to and talk about concerns Re-emphasize mission/ purpose Clarify goals and roles Manage conflict
3. <b><u>NORMING</u></b>	Conflict resolution; settling of differences Open communication/ cooperation Sense of cohesiveness Acceptance of team members, team purpose and ground rules Moderate work accomplished	Maintain momentum Make appropriate action assignments for members Encourage new ideas Provide resources and guidance Build cohesiveness Build synergy
4. <b><u>PERFORMING</u></b>	Problem-solving and decision-making Emphasis on improvements and productivity High levels of work accomplished	Clarify customer needs Look for ongoing improvements Encourage creativity and innovation Evaluate effectiveness Creatively solve problems through consensus
5. <b><u>ADJOURNING</u></b>	Termination Separation Task is complete or team is disbanded	Celebrate successes Adjourn effectively

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## **CREATOR ROLE**

Description: The Creator generates the concepts and ideas.

- Reframe problem and look for solutions that may be unusual / and or outside the boundaries of usual thought.
- Explore 'big picture'
- Want freedom from constraint
- May act impulsively, letting feelings guide them
- Derive satisfaction from process of creating and overcoming problems

Contribution: Fresh original concepts

Weaknesses:

- May move from one idea to another w/o stopping to evaluate consequences.
- Can lose sight of objective when solving problems within problems

Instinct:

- Reframing problems to achieve new direction
- Examining possibilities w/o regard for risk

NOTES: \_\_\_\_\_  
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## **ADVANCER**

### Description:

- Enjoys a faster pace and moves from one subject to another
- Ideas focus on what they can prove to be true
- Not obligated to tradition
- Focus on many things at once
- Able to organize and take things one step at a time
- Derive satisfaction from recognizing an idea and moving forward in an organized, streamlined process
- Open to new ideas
- May get impatient during team process

### Contribution:

- Generating ideas and promoting team objectives in an orderly process

### Weaknesses:

- May not allow others to continue to create ideas and solutions before selecting a solution and moving forward with orderly implementation plan.

### Instinct:

- Advancing new directions and developing detailed implementation plan

### Notes

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## REFINER

### Description:

- Challenges concepts under discussion believing that consequences matter.
- Wants to plan how new endeavors are implemented and prepare for surprises.
- Like to create order from chaos
- Will play "devil's advocate" to test soundness of ideas or improve it.
- Prefer order – very methodical
- Derive satisfaction by the mental exercise of debate
- May lead others to examine merits of an idea, using a systematic process

### Contribution

- Making sure the process is thought through and through
- Examining how it can be improved and implemented.

### Weaknesses:

- If allowed to control may lead committee to choose low risk ideas
- My filter out ideas with bigger payoffs

### Instinct:

- Articulation of the problems caused by new or unique ideas
- Improving ideas before implementation

### Notes

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## **EXECUTOR**

### Description:

- Follows up on team objectives
- Implements ideas and solutions
- Focused on orderly implementation and high quality outcome
- Prefer proven methods over novel or untried ideas
- Pays attention to details
- Thinks things over carefully before acting

### Contribution:

- Spotting potential problems before they occur
- Minimizing inefficiencies and errors during implementation

### Weaknesses:

If working without clear and focused objectives and guidelines the Executor may lose sight of the goal and pursue irrelevant strategies.

### Instinct:

To finish what they start and to do things right.

### Notes

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## **FACILITATOR**

### Description:

- Monitors contribution of members
- Contributes as needed to keep process moving in right direction
- Identifies needs for hand-offs from one role to another in the process
- Understands and identifies with at least 3 or 4 other types
- Can step in to other profiles very easily and quickly when needed.

### Contribution

- Objectively views activities of team to see what is missing
- Steps in to provide what's missing
- Keep things moving particularly if conflict arises as distraction

### Weaknesses:

- Unless a well-defined role is assumed, may be ignored by stronger types committed to their role, (e.g. refiner, creator)

Instinct: Managing the process and hand offs between members

### Notes

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## The KILLER COMMITTEE Profile

Name \_\_\_\_\_

In each set rank each of the four statements in terms of how you most naturally think and behave when you are working with others to accomplish a specific purpose. Use the number **4** to select the statement that is most like you, **3** to select the statement that is the second most like you, **2** to select the statement that is next most like you, and **1** to select the statement the least like you.

Moving horizontally, in each group there can only be one **4**, one **3**, one **2**, and one **1**.

### Example

<b>2</b>	I like to examine details	<b>4</b>	I'm good at recognizing others	<b>3</b>	I tend to focus on many things at once	<b>1</b>	I like to see the consequences before I act
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### Rank the four statements in each horizontal set from 4 to 1:

4 = most like me 3 = Second most like me 2 = next most like me 1 = least like me

I'm good at recognizing alternatives	I tend to focus on many things at once	I like to see the consequences before I act	I like to examine details
I prefer to be actively involved in things	I enjoy getting attention	I like to use ideas others have thought through	I like to take things one step at a time
I like to discuss concepts	I don't feel obligated to follow tradition	I prefer to test new things on a small scale before implementing change	I like things to be balanced and symmetrical
I am good at exploring alternatives	I let my feelings guide me	I am uncomfortable when things are changing	Others might say I think like 1-2-3-4-5
I like to focus on coming up with new ideas	I tend to move from one subject to another	I let accepted norms and expectations guide me	I prefer to think things over carefully before acting
I like to develop theories and principles	When everything is in place, I am restless	I tend to be cautious in trying out a new approach	I like to be in a place where there is order
I'm good at visualizing the master plan	Others might say I think like 1-3-2-purple-5-alligator	I don't challenge the status quo	My ideas focus on what I can prove is true

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I often think about what should happen next

I sometimes get impatient

I try to fit in with other people

I tend to follow a process when solving problems

I'm good at capturing the essential core of a matter.

I let my own preferences guide me

I prefer to let others take the lead

I am comfortable being methodical

I'm good at analyzing things

I like to have respect

I like to see things fit together

I'm good at putting things in order

I like to discuss implementation

I sometimes act impulsively

Initially, I respond to new ideas with skepticism

I prefer to spend my time creating order

I prefer to focus on the future

I like to have influence

I prefer to try a proven solution, rather than try something unproven

A good description of my thought process would be "step by step"

**Column A Total**

**Column B Total**

**Column C Total**

**Column D Total**

**Step 1**

**Step 2**

**Step 3**

A = \_\_\_\_

A + B = \_\_\_\_ Creator

B = \_\_\_\_

B + C = \_\_\_\_ Advancer

My highest combination score \_\_\_\_\_

C = \_\_\_\_

C + D = \_\_\_\_ Executor

D = \_\_\_\_

D + A = \_\_\_\_ Refiner

My next combination score \_\_\_\_\_

Total 120

If the difference between your highest combination score and lowest score is 12 or less your Profile is FACILITATOR.

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## People in this Chapter that fit these categories

**Creator**

**Advancer**

**Facilitator**

**Refiner**

**Executor**

*Norm 46%*

*Norm 14%*

*Norm 4%*

*Norm 19%*

*Norm 17%*

Possible conflicts I can anticipate having with those different than myself.

Creators:

Remedies:

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Advancers:

Remedies:

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Facilitators:

Remedies:

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Refiners:

Remedies:

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Executors:

Remedies:

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# PROFESSIONAL SPEAKER

## PHIL BRUNO



**Phil Bruno**, professional speaker, trainer and coach, works with MPI organizations to enhance their customers' total experience. He began his professional career in Corporate America looking for ways to meet the needs of his own employer, Anheuser-Busch, WHERE HE GAVE AWAY FREE BEER FOR A LIVING!

Bruno was born and raised on The Hill, a famed Italian community in St. Louis known for its sense of hospitality and great restaurants. In 1980, Bruno graduated from Parks College of St. Louis University with a B.S. in Transportation, Travel and Tourism, a business management degree with an emphasis on hospitality and travel. While in college, he had developed a relationship with Anheuser-Busch and, for the next 17 years, applied what he had learned in a series of management positions across the country WHERE HE GAVE AWAY FREE BEER... Bruno first became acquainted with PERFORMANCE EXCELLENCE Principles in the 1990's when he applied these principles at the Anheuser-Busch Corporate Tour Center and then for 7 years at Grant's Farm, the Busch Family estate. Both projects were turnaround opportunities where he became known as "The Fixer." According to Bruno, "You can't get loyal customers until you have happy and loyal employees."

### Phil Bruno

Speaker/trainer/coach

A 30 year veteran of the hospitality industry. Phil's creativity, humor, and relaxed style provide an entertaining and informative experience. Real-life examples, interactive learning and active skills practice highlight his valuable presentations.

**MIRRORED LAKE EFFECT:** *How we treat each other as professional peers has a direct correlation to the quality of the MPI chapter member's experience. A high quality internal culture yields great member experiences.* -A cornerstone to all presentations.

#### GREAT TOPICS!

THE ART OF CUSTOMER  
FOCUS EXCELLENCE

CRYSTAL CLEAR  
COMMUNICATIONS

GENERATIONS X & Y

HOW TO BE A KILLER  
COMMITTEE

BUILDING RANKENSTEIN:  
HOSPITALITY HIRING  
SECRETS

CUSTOMER FOCUS  
SURVEYS

#### CLIENTS INCLUDE

The RITZ - CARLTON  
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ST. LOUIS CVC

ST. CHARLES TOURISM  
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**Carol Moody, Past President  
St Louis Convention &  
Visitor's Commission**

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**Contact Phil@Treatemright.com or call 314-846-9139**

**VISIT [WWW.Treatemright.com](http://WWW.Treatemright.com) for more information on this talented speaker.**

**MARKING INSTRUCTIONS: Fill in the circles COMPLETELY. Correct Marks: ●●● Make no stray marks.**

<b><u>SPEAKER: Extent to which...</u></b>	To a Very Great Extent	To a Great Extent	To Some Extent	To a Slight Extent	To No Extent
▪ Speaker effectively communicated information and knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
▪ Speaker knew the subject matter and could address questions and inquiries regarding said topic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
▪ Speaker was able to keep your attention	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**EDUCATIONAL CONTENT: Extent to which...**

▪ The content is important to you	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
▪ You learned anything new	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
▪ You will be able to apply what you have learned to your job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**With regard to the SPEAKER and the EDUCATIONAL CONTENT, please note ways in which this session might have been improved for you.**

Amount of time allocated to session

- Too much
- Somewhat too much
- Appropriate
- Somewhat too little
- Too Little

I am a:

- Student
- Association Planner
- Independent Planner
- Corporate Planner
- Government Planner
- Supplier
- Other (please specify)!

**Please note OTHER ways in which this session might have been improved for you:**

