

The Compass



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MODEL-NETICS PLAYBOOK

Harold S. Hook

Model-Netics: The Communication Solution

Organizational research over many years has consistently identified communication as one of the major problems in organizations. A great deal of time is spent on trying to isolate the causes. Unfortunately, the complexity associated with human communications makes pinning down simple cause-effect relationships extremely difficult, so the result is very often in the eye of the beholder. MEM has taken a different approach.

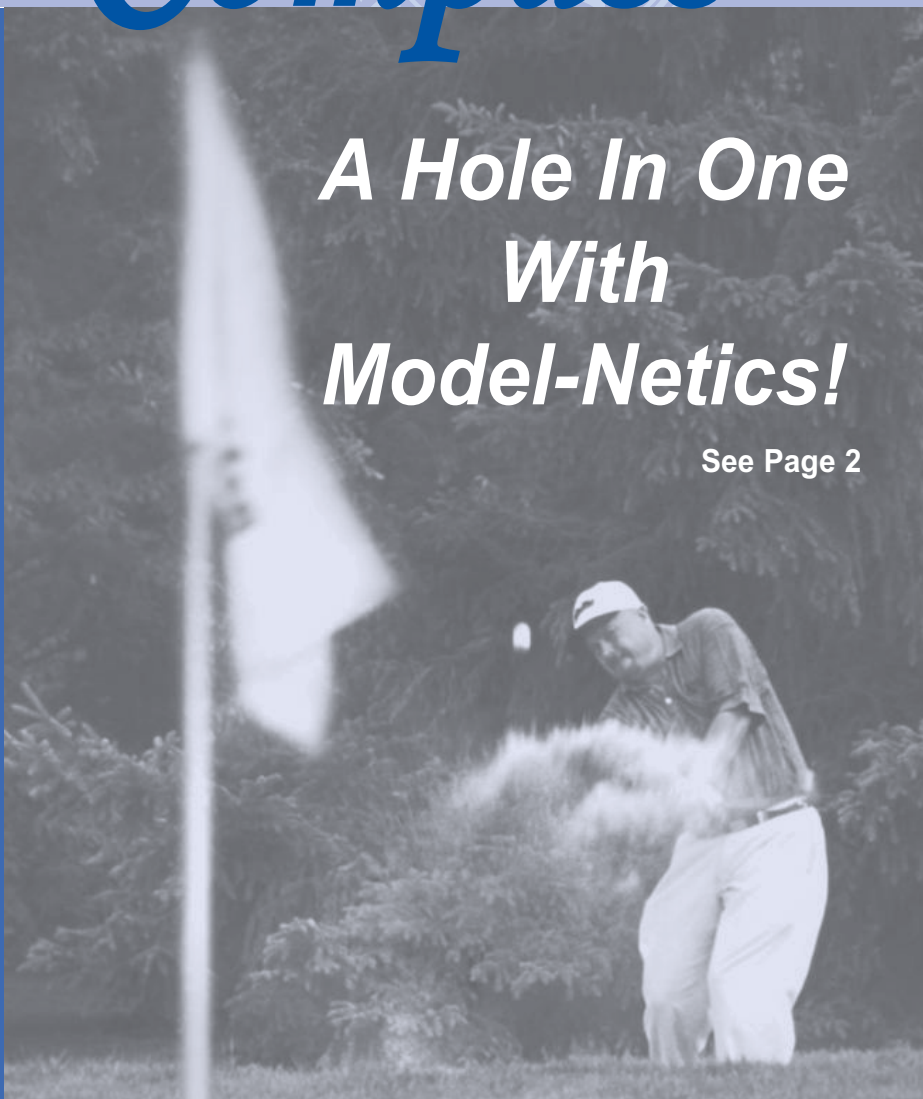
Defining Communication. First, just what is communication? We think the most revealing definition is *the transfer of meaning*. Meaning is the essence of communication. Let's consider the simplest communication situation, involving just two people – **A** and **B**, where **A** is the sender and **B** is the receiver. We intuitively think that **A** is in charge in this communication pair, but a closer look would show that **B** – the receiver – is really in charge, because **B** will determine what meaning is received. **A** must code whatever meaning he or she wants to send into symbols, pictures and action (see Communication Cyber-Chart, model 22). **B** must decode this transmission and convert it into meaning. Is it any wonder that problems occur in this mystical process?

It is all about the Decoder. In the shadow-world of intelligence, code-breaking operations have always occupied a high priority. The breaking of the supposedly “unbreakable” German Enigma machine ciphers are believed to have played a decisive part in the Allied victories of World War II. What the Allies did was get a copy of the decoder – that is, they acquired one of the Enigma machines. What does this have to do with **A** to **B** communications? When **A** talks to **B**, there is no chance to get a copy of **B**'s decoder. Fortunately, effective organizational communication does not require such heroic acts.

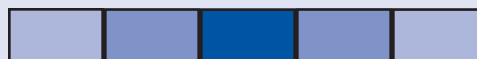
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Main Event Management Corporation | 2727 Allen Parkway, Ste. 1600
Houston, TX 77019-2125

Phone: 713-831-8605 | Fax: 713-831-6306

email: info@maineventmanagement.com | www.maineventmanagement.com

Two Solutions. Let's start with the solutions, and then see if we can make some sense out of them. Even though there are many causes of problems in human communication, there are essentially only two solutions: feedback and preagreement. Feedback works, but it takes time and the attention of all parties involved. And, to be sure that the meaning is transferred, the feedback should be on a one-to-one basis. What do you do if the time or opportunity is not available? Communication is then submitted into the gray world of probability that the communication will be understood. Why take the risk if there is a better way?

Preagreement also works. To make it work, there must be an agreement on the meaning of a given word, idea or concept. There is no free lunch since preagreement also requires time and attention. The good news is, however, if carefully done, much of this preagreement can be accomplished through standardized instruction.

Communication Link. In the absence of some standardized approach to establishing preagreement, **A-B**-relationships must be created one relationship at a time. But, these **A-B** relationships constantly change -- new **A's**, new **B's**, etc. What is both efficient and effective is for the communication link to be independent of the individuals involved. This concept is most easily seen in medical and military situations where life and death is on

the line. Is it possible to build a standardized communication that deals with management concepts and ideas? Our answer is "Yes" -- and we believe that Model-Netics is the solution.

Let's consider the case of Mary Strong. She has just been named manager of a branch office in Houston. Mary has headed a branch office in Nashville. She immediately has a communication problem with the personnel in the Houston office. She can solve this communication problem in just two ways: feedback and preagreement. If a standardized communication link like Model-Netics were in place, Mary could count on efficient and effective communications and, therefore, more efficient and effective operations.

Choices. The cost of preagreement can be calculated; the cost for failed communications cannot be calculated. However, since communication is consistently ranked the number one problem in organizations, it doesn't take much imagination to see the cost effective nature of a standardized preagreement communication link based on Model-Netics.

HSH

Harold S. Hook is the Founder and President of Main Event Management Corporation and the creator of Model-Netics.

A Hole In One With Model-Netics!

Clayton Cole, a 2003 inductee into the Colorado Golf Association Hall of Fame, has enjoyed an illustrious career as a golf icon beginning with a successful collegiate tenure at the University of Houston. In 1970, he was elected to membership in the PGA of America and embarked on a journey as one of the finest players, teachers and administrators yet to be established in golf history. In 1974, the Dallas Country Club hired Clayton as its head professional. He thereafter went on to serve as the Director of Golf at The Hills of Lakeway in Austin before entering his present position as the head golf professional at Cherry Hills Country Club in Englewood, Colorado.

Throughout Clayton's career he has played a leadership role with the PGA Sections in the states where he has lived, serving on the board of both the North Texas and Colorado PGA Sections. Clayton's playing record includes participation in 12 national championships including the U.S. Open, PGA Championship, U.S. Senior Open and PGA Senior Championship as well as the U.S. Amateur.*

While Clayton's golf skills spring from inherent talent and are his to call his own, he credits the Model-Netics program with giving him the ability to successfully manage the golf clubs fortunate enough to have called him their head administrator. Clayton took the Basic Course in Model-Netics while serving as the head golf professional at Dallas Country Club at the suggestion of a club member who was with Mutual of

New York at the time. After taking the director position at Lakeway in Austin, Clayton recalls that the same member called to ask if he had started teaching Model-Netics. "When I said I didn't have time, he said I didn't have time *not to*." After being trained as an instructor through the MEM Institute, Clayton conducted a total of three classes over two years. "While at Lakeway, I was responsible for all the operations. I had three golf courses, a golf shop, course maintenance, food and beverage operations, 32 tennis

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in business."***

courts, a golf academy, a marina on Lake Travis, two different membership categories and one air park. We had 160 employees. The bottom line the first year I was there was \$50,000 profit. When I left five years later, it was \$1 million. Profits doubled every year with the same resources and same assets—it was all management. We were selecting better people, and they knew what the standards were for change. We developed much better delegation and leadership, and we dealt with change so much better [after implementing Model-Netics].

"Model-Netics creates a thread of honesty and integrity throughout an organization because everyone is supposed to say what they mean and mean what they say, and deal

with things in an honest manner. I think we implemented that, and I think that's the reason we ended up doing so well. It was just amazing how much better we ended up doing in our operations just because all the department heads understood how to make their own budgets, how to price things, and how to select people. If you can identify the right person, that's more than half the battle—80% of the problems go away.

"I've never needed another management tool to go to after learning Model-Netics. I read things and take in things through newspapers or books, but always come back and say, 'Wow, there's just nothing that has the depth that Model-Netics has.' Teaching it reinforces the principles so much more. We saw improved performance due to the domino effect of everybody having the mentality of going in the same direction on the Northbound Train. It's so simple to say, 'This is the way we're

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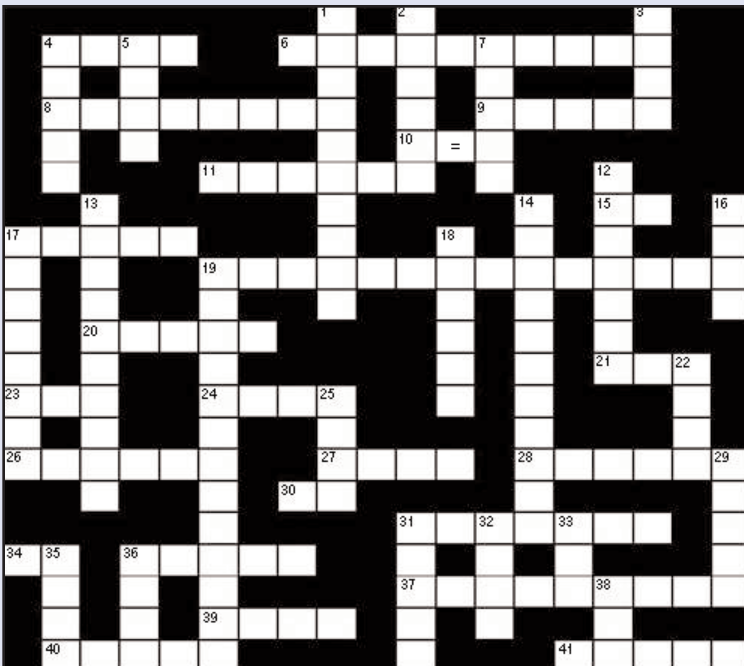
going, this is the Northbound Train—our beliefs, philosophies. It's okay if you don't want to go our way, but you have to get off.' Who wouldn't understand that? That was the effect at Lakeway. Then when I taught it here at Cherry Hills last year, we had a nice mix of people. Four of those people were my past assistants who have moved on to be the head pros at other facilities and tell me all the time how much they use the models. In our business, you don't do the same thing all the time; you do a little bit of everything. I hire, train, [demonstrate] leadership and teach communication

[techniques]—therefore, I use every bit of the models!"

Based on the effect Model-Netics has had on his experiences, Clayton is quick to recommend learning the models as a means of self-development. "Model-Netics is one of the main ingredients for success in life and in business."

*Information secured from Colorado Golf Association Hall of Fame web site.

Try your hand at a Model-Netics Crossword Puzzle!
Answers to be provided in our next newsletter.



ACROSS

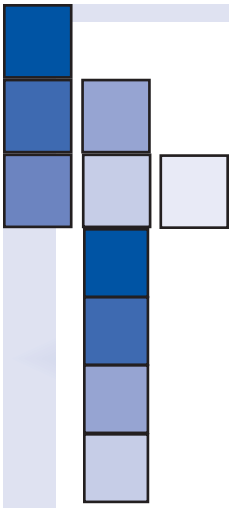
4. _____ do, should do, nice to do
6. Borrowed from others
8. Acres of _____
9. Info _____, action output
10. Contribution, compensation equation
11. _____ Curve
15. I ___ not what I think I ___; and I ___ not what you think I ___; but I ___ what I think you think I ___.
17. Climb these for change and motivation
19. Small steps
20. Element in market controlled economic system - _____/services market
21. _____ Concept

23. Action today not tomorrow
24. Write this cost off for analysis purposes
26. Common approach to manager selection – Obvious

27. Management haze
28. _____, activities, results
30. Perceptual _____
31. A victory to avoid
34. So What? What ___?
36. Roles and _____
37. Choosing who can and will
39. Closing horizons and _____ opportunities
40. Opportunity _____
41. _____ Box

DOWN

1. Principle that you get what you inspect, not what you expect
2. _____ Resources
3. Treat _____ of responsibility as business within a business
4. _____-Netics
5. _____ of Control
7. _____ to Stay
12. _____ of Composition
13. This triangle flips with trust
14. Knows what boss wants or means
16. _____ Game
17. Q & A format for instruction
18. Reduce resistance to change by creating this
19. Cannot afford to lose this person
22. _____ Machine Manager gambles with resources
25. Knowledge, attitude, skills, habit
29. Number of life ports
31. Skills training method
32. 80% _____
33. Post _____, ergo propter _____
35. Cyber-chart represents _____ process
36. X is _____
38. _____ Tragedies



Main Event Management Corporation
 2727 Allen Parkway, Suite 1600
 Houston, TX 77019

Instructor News

Model-Netics Instructor Training Program (ITP)
 Graduation Luncheon – December 6, 2006

The Model-Netics Instructor Training Program (ITP) was held in Houston, Texas on December 4-6, 2006. 15 organizations were represented by participants from 9 states.

John Lynch, Jr., Vice President of PathGroup, Inc., spoke on behalf of the Part I ITP candidates at the graduation luncheon. John began by summarizing his relationship with Model-Netics and noted that he was introduced to the models early in his career. He was quick to point out that although he had not worked for an organization using Model-Netics for some time, the staying power of the models was made evident through the ITP experience. "I did some of the preparation [for ITP] and the models started coming back to me. I was absolutely amazed."

John went on to provide background information for PathGroup, a physician practice management company, and reasons for wanting to make the investment in the installation of the Model-Netics program. He explained that PathGroup is a young company that has experienced a tremendous amount of growth. The objective is to organize and benefit from the knowledge base of the new managers through the use of the models. "I think that we as a company have a lot of opportunities, and I'm hoping to leverage Model-Netics [to] take us to the next level of productivity and efficiency."

Christine Langley (2862), Director of Human Resources at Raydon Corporation, represented the Part III graduating class. Christine opened by sharing the story behind Raydon's interest in the Model-Netics program. "Today, Raydon employs nearly 300 people. I would say that the biggest obstacle the company currently faces is that its management team is largely comprised of Best Operators. These are people who weren't necessarily selected for management, but one day found that the organization grew up and needed them." The need for management skill training will be addressed by Model-Netics, she explained. "Model-Netics is the answer to the problem. In an organized and incremental fashion, through Model-Netics, we at Raydon are going to learn what management is about and how to be managers. Through the models I am helping managers make that transition and showing them that they can use these guides to thought and action to empower themselves to handle [management] situations."

"Raydon is in the right place and time to implement Model-Netics, and managers are really, really hungry for it. I have a vision regarding what Model-Netics can do for Raydon Corporation--I believe it will transform the company and the Best Operators currently carrying the label *manager*, as they actually take on and fulfill the responsibilities of managers as Model-Netics describes them to be. I think my participation in Model-Netics will mark a turning point in the history of Raydon and how great it is managed. In that regard, what greater impact could there be for an individual and an organization?"

Calendar of Events

Model-Netics Instructor Training Program

March 5 - 7, 2007

June 4 - 6, 2007

September 10 - 12, 2007

December 3 - 5, 2007

Model-Netics Recertification Seminar

March 8 - 9, 2007

June 7 - 8, 2007

September 13 - 14, 2007

December 6 - 7, 2007

For more information about
 Model-Netics Instructor Training, visit
www.maineventmanagement.com