

THE LENS PROCESS

A statement made by D.P. Salipsip, Country Manager, Dow Chemical Pacific, Ltd and Merrell Dow Pharmaceuticals Ltd on February 28, 1984.

In September of 1983, twenty-six members of the Philippine Dow Chemical Company went through the LENS process, a five-session programme conducted by the Institute of Cultural Affairs. All of our top managers and management staff, down through our Regional Sales Managers, participated in the process.

One of the things you will notice is that it is called the LENS "Process". The best way I can define LENS is to define what it is not, it is NOT a technique. The training programmes of our company are mostly skills oriented...all about techniques. Most of our employees have perceived these as manipulative. When I undertook the LENS PROCESS I realised that it was an act of proceeding effectively; progressing with new strategies; advancing through struggle and victories.

Let me mention four things about the LENS PROCESS that have been helpful in our company. The first is effective teamwork; second is better knowledge; third is more creative solutions and the fourth is commitment.

The first thing that I felt has made a difference in the company now has been the better teamwork that we have had and the things that have developed because of this teamwork.

How did this happen? The ICA facilitating team helped us shape a shared, corporate VISION. Most of us now talk about vision: from the secretaries, to the supervisors, down to our field people. The vision that we worked out for Dow is now a group dream or common goal. Before the LENS process began, I said: "We already have a vision for our company." The LENS consultant said: "It's fine that you have your own vision, but sometimes management doesn't recognise that it is 'the vision of management', and that vision is usually not shared, let alone taken seriously, by your employees."

I think that's why a lot of times management works one way and the employees work another way. Usually our corporate vision is dictated by management...because we think that we know best, most of us having come up through the ranks. We say we know what is happening, we know how to plan, and we know where to go. That may be true but if this vision is not shared by our employees, achieving it is more difficult.

The 26 members of our management team participated in the process of shaping the VISION. The LENS team started by asking for our individual vision of the Company. Then they helped us to consolidate our data and put it all together...finally one vision was shaped that expressed a consensus. As a result of the discussion of our vision, a much better knowledge of what each individual thinks came out, of both the vision and what's blocking us from accomplishing it.

By listening to each individual and recognising each individual's perception we gained much insight. In fact we gathered some very interesting information. As we reached the strategy formation and tactics more creative solutions emerged. Because we honoured them by listening to

them, they somehow felt that their contribution and their own ideas were important and significant.

In the beginning there was some hesitancy. The LENS team said it was like pulling teeth. Somehow the staff recognised our sincerity and saw that the top managers were not running the process but were just some of the participants. There were more management staff than top managers. Little by little they came out with their own solutions and they were quite creative.

Because of this involvement of the individual in the planning the fourth thing came up : commitment. I think this is the greatest thing that came out of the LENS process...the individual commitment that came up from the employees. In the past we had had programmes and big plans but after the plans were made they were usually thrown into the file. The employees seldom followed through the programme as designed.

Because of the individual commitment to the plan individuals started forming committees or task forces to get things done. Both our top management and our staff and employees are working together on these Task Forces. We are pushing each other to implement the plans we generated through the LENS process...on a weekly basis.

As soon as we have decided what to do, we estimate how long it will take us to do it and then measure our progress weekly or monthly. On the target day we all examine our progress in relation to our 'victory' statements that have guided us along the way. It has made our job a lot easier. Before we had to keep pushing, now they are the ones pushing themselves.

Let me summarise the things that have happened to us because of the LENS PROCESS. We have more teamwork. We have a better knowledge of problems in the company and in the field. Our solutions are more creative. We have strong commitment from every individual. Once individuals are honored, somehow they participate better, come up with more creative solutions and make a silent commitment to play their part.

That is the LENS PROCESS as we experienced it.

Manila Peninsula Hotel
Makati, M.M.
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Wong, David Lee, Rod Tate, James Tsai, Siang Yam and Alan Chan.

TRAINING DEPARTMENT:

By R.D. Basister

LENS WORKSHOP/SEMINAR



All DCPL-PI and MDPPI staff and field managers headed by DP Salipsip, participated in a 3-day LENS workshop/seminar, at the Development Academy of the Philippines, Tagaytay City, from September 11 to 14, 1983.

LENS stands for Leadership Effectiveness and New Strategies. It is a management, planning, and problem-solving process used with great effect to produce a practical,

achievable action plan and at the same time build consensus and teamwork through individual and group involvement and participation.

Focus of the seminar/workshop was on identifying the strategic plan that will allow both DCPL-PI and MDPPI, over the next five years, to increase sales and profitability and be the No. 1 company in selected market in the Philippines.

The seminar/workshop identified ten priorities that must be addressed immediately. Tactics and maneuvers to pursue the priorities were drawn up and outlined in an Implementation Calendar. To ensure effective implementation of the maneuvers over the next 14 weeks, a champion or proponent for each maneuver was designated. He or she was or is ably assisted by the members of his/her task force. What changes have taken place as a result of the LENS Seminar? Let's allow some participants to answer the question:

Coming from RI Anderson, "lots of better teamwork seen and there's a one-company approach".

"There has been a salutary effect with the improvement of communications in both directions", as observed by RG Mendoza.

Meanwhile, TS Valente emphatically states that "the individual has become more important in our company because of the change in perception of the individual".

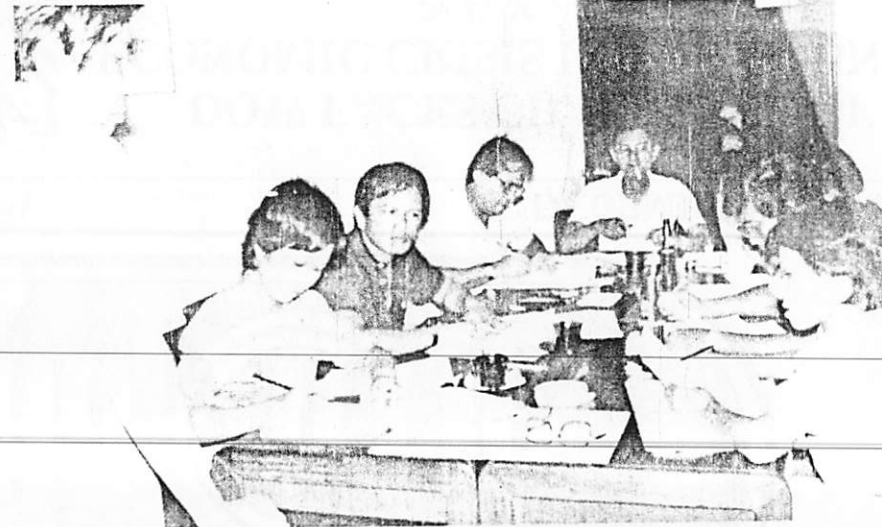
Involvement is the key word to sum up EQ Quiocho's comments as he remarked, "greater involvement from everybody and willingness to perform due to clearness of directions. Individuals are willing to share their time and effort. There's more crossing of lines/borders between the two companies".

On November 4, 1983, the proponents of the different maneuvers reviewed with the Executive Committee the status of their different projects. Significant progress on the pursuit of the projects was reported. Everybody was confident that come the next meeting on December 14 many of the projects would have been completed.



Participants and facilitators of the company-wide LENS Seminar posed for souvenir picture after 3½ days of hectic activities. The seminar tackled goal-setting and team-building.

*A joyous Christmas and Prosperous New Year
to all from the Editorial Staff*



"This is our practical vision", this is what everybody seems to be writing or thinking in this bit of action during the LENS seminar. From L to R, are Jean Dolliente, Ed Quiocho, Rading Sazon, Art Castro, Jun Clariza, and Dai Perez. In the foreground is Mel Morales, one of the facilitators.

Manila Circle

NEWS ABOUT DOW AND MERRELL DOW

DECEMBER 1983 NO III



Jun Salipsip, CMM and Art Pappas as they walk along the confetti-strewn streets of Makati, towards the Solid Bank Bldg. where Dow Manila office is housed.

Now is the Time

“... and we are the people”

December is for tracing things back from the conclusion. It's like swiftly tracing back a straight line from one point to another — a journey which is certain because it is in the past. Our journey, when it was in progress, was not exactly easy—it was a combination of leisure and haste, a pilgrimage that revealed our own strengths and limitations as well as the company's.

Our journey began last January 1983. There was an air of unpredict-

of the time we even feel things are going wrong only to recognize afterwards that the truth was staring us in the face and we did not comprehend. The moment is always now. The richness of life is only savored when we are responding rather than when we are relaxing. In 1983, we had responded to the call of duty and had performed admirably under adverse conditions.

“... and we are the people.” This company is a community of people and its life and directions

DOW FACES CHALLENGE OF ECONOMIC CRISIS IN THE COUNTRY

By C. M. Abergas

For the second time this year, the peso was devalued. The current P14 to US\$1 rate may even go up by the end of 1983.

Further economic deterioration is thus expected by both local and foreign entrepreneurs unless the more immediate problem of trade financing is solved soon. In this connection, unless the letter of credit business, presently at a standstill, is restarted before current supply of imported inventories runs out, it is feared that many factories will shut down and therefore result to massive layoffs by January next year, if not earlier.

Dow Manila, as with other companies on indent and manufacturing (imported raw materials) business, was greatly affected by the peso devaluation, the import restrictions of the government and the consequent tightening of credit.

When the Central Bank increased the reserve requirement of

equipment, renovation, etc.

— The newly created Finance Committee (composed of Rob Anderson, Jun Salipsip, and Jean Dolliente) will keep abreast of new developments in the economy by keeping in close contact with bankers, government agencies and other business groups.

On our indent sales operations, some alternatives we are currently doing are as follows:

- Ask customers to convert opened and new Letters of Credit into irrevocable, confirmed LCs.
- Establish new and additional local credit lines with banks and financing companies for greater flexibility in our local fund requirement.

So, how soon can we go back to normalcy?

We cannot project this crisis

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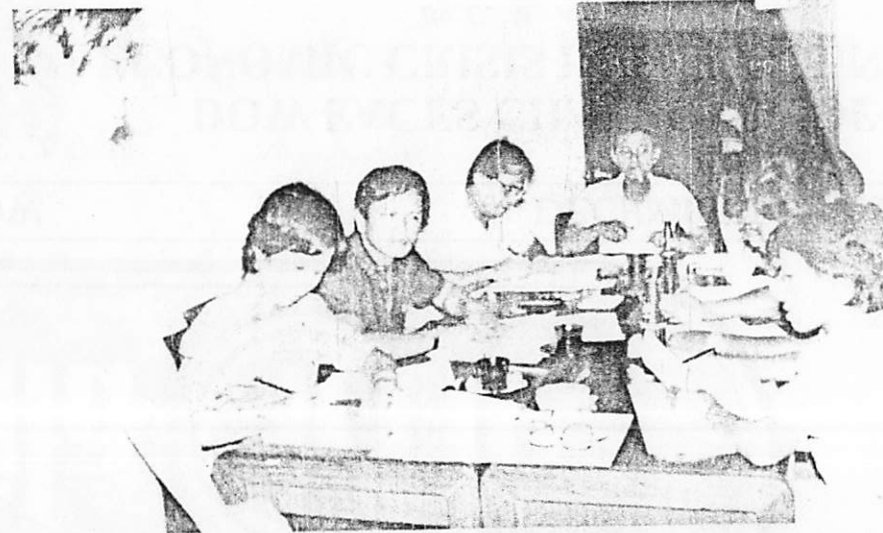
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