
Thoughts Shared by Jack Pfister

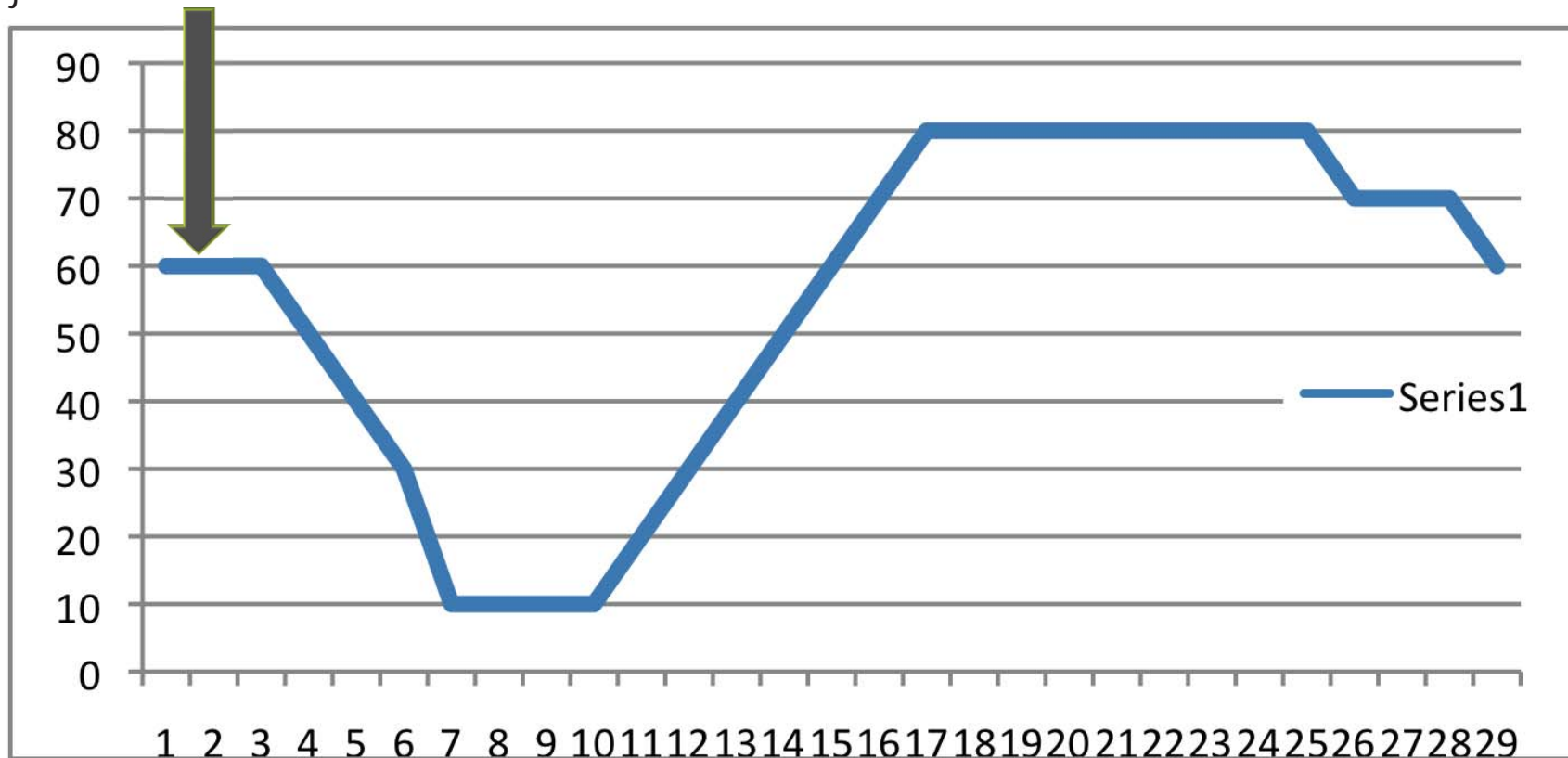
Jack – the “Yoda of Mentoring” compiled by John Fees

Thoughts on Effectiveness

- Jack shared his insight on performance effectiveness of leaders / managers by drawing what I refer to the “Pfister Performance Curve”
 - The chart is not a scientific study, but it reflects Jack’s experience in working with leaders in all types of organizations
 - The chart displays effectiveness of a manager or leader over time
 - The chart can be applied not only by yourself as an individual, but also in your work as a leader or manager of others.
 - There are several stages to consider and some vital insights to discuss
 - The fundamental question is how can you shorten the performance decline that frequently occurs in Stage 2 & Stage 3
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Pfister Performance Curve – Stage 1

New leaders often feel effective and frequently perform at a high level. The combination of enthusiasm and their attention to fundamental needs frequently enable them to appear to perform at a high level. The manager feels confident and capable of fulfilling the objectives of the job.



Cleaning Up but not fixing – Stage 1

Jack used the analogy of cleaning a garage to illustrate the “feeling” by managers who feel effective.

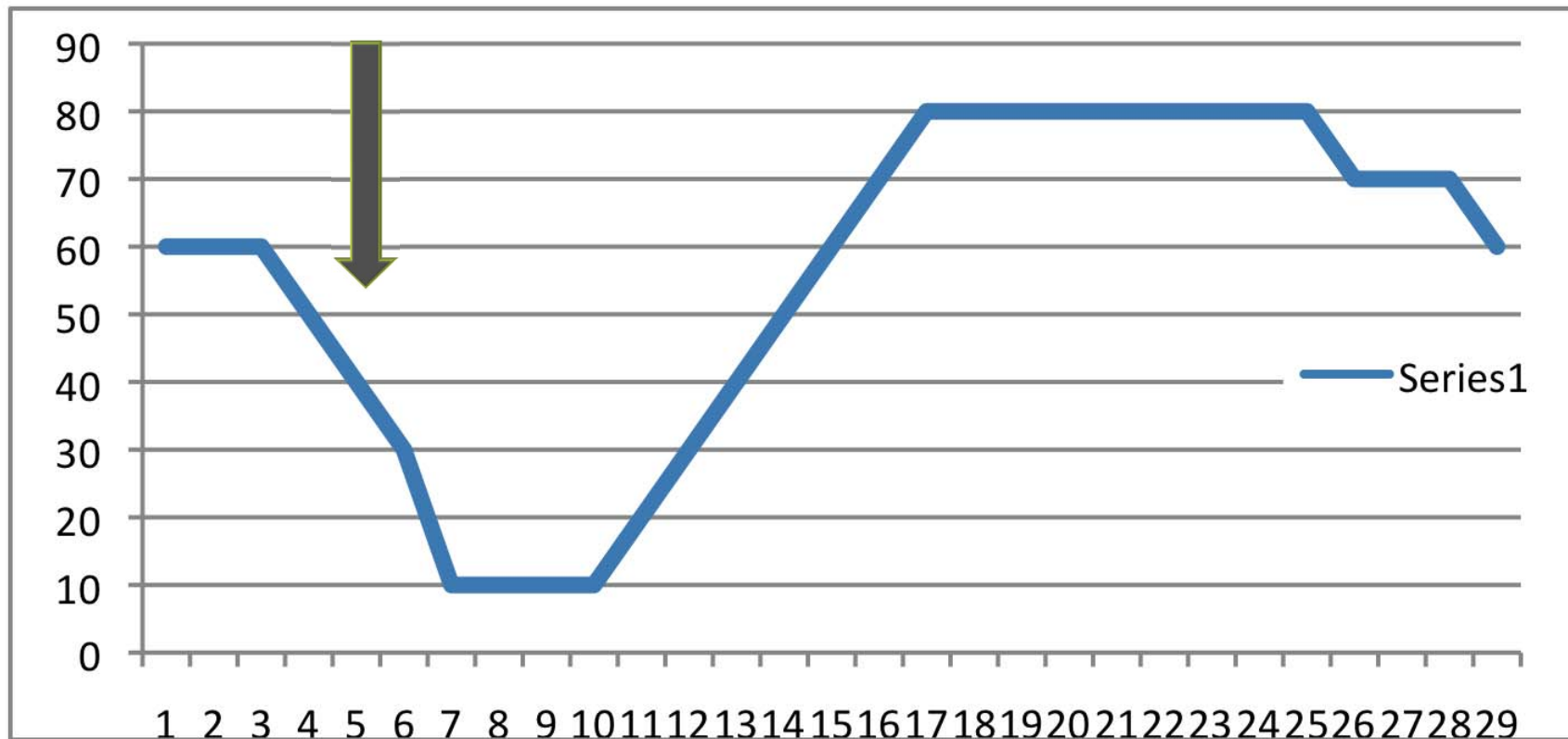
When you clean and organize an unkept garage you can see your progress and appears effective.

Just because the garage is cleaner or more organized doesn't mean that you have any greater capacity to be effective.



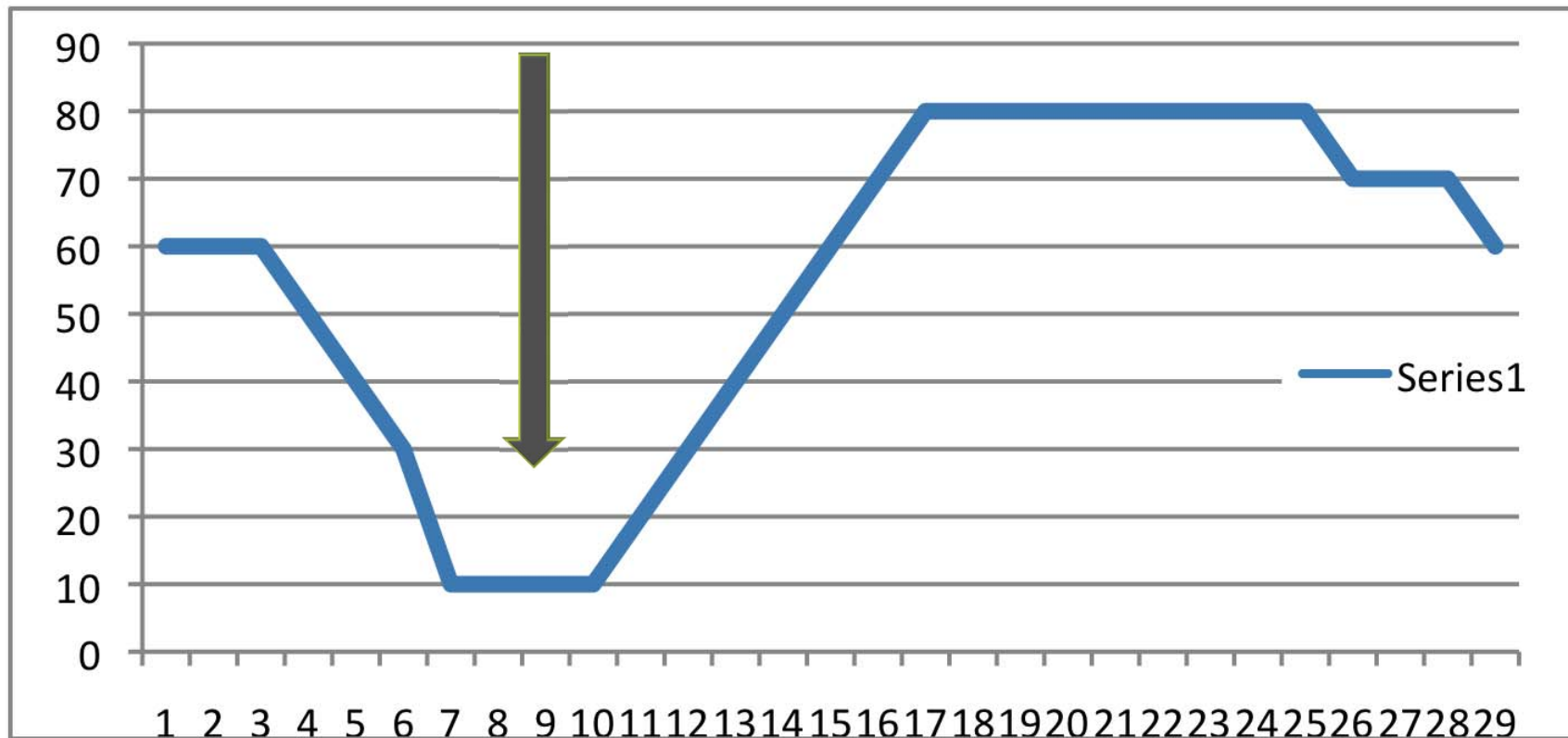
Pfister Performance Curve – Stage 2

3 – 6 month into a new position, the person often feel less effective. Somewhat like cleaning your garage – the easy stuff was cleaned up, but the structural problems remain and the ability of the person may not have the skills to do something about it – installing shelves, install new electric or plumbing outlets



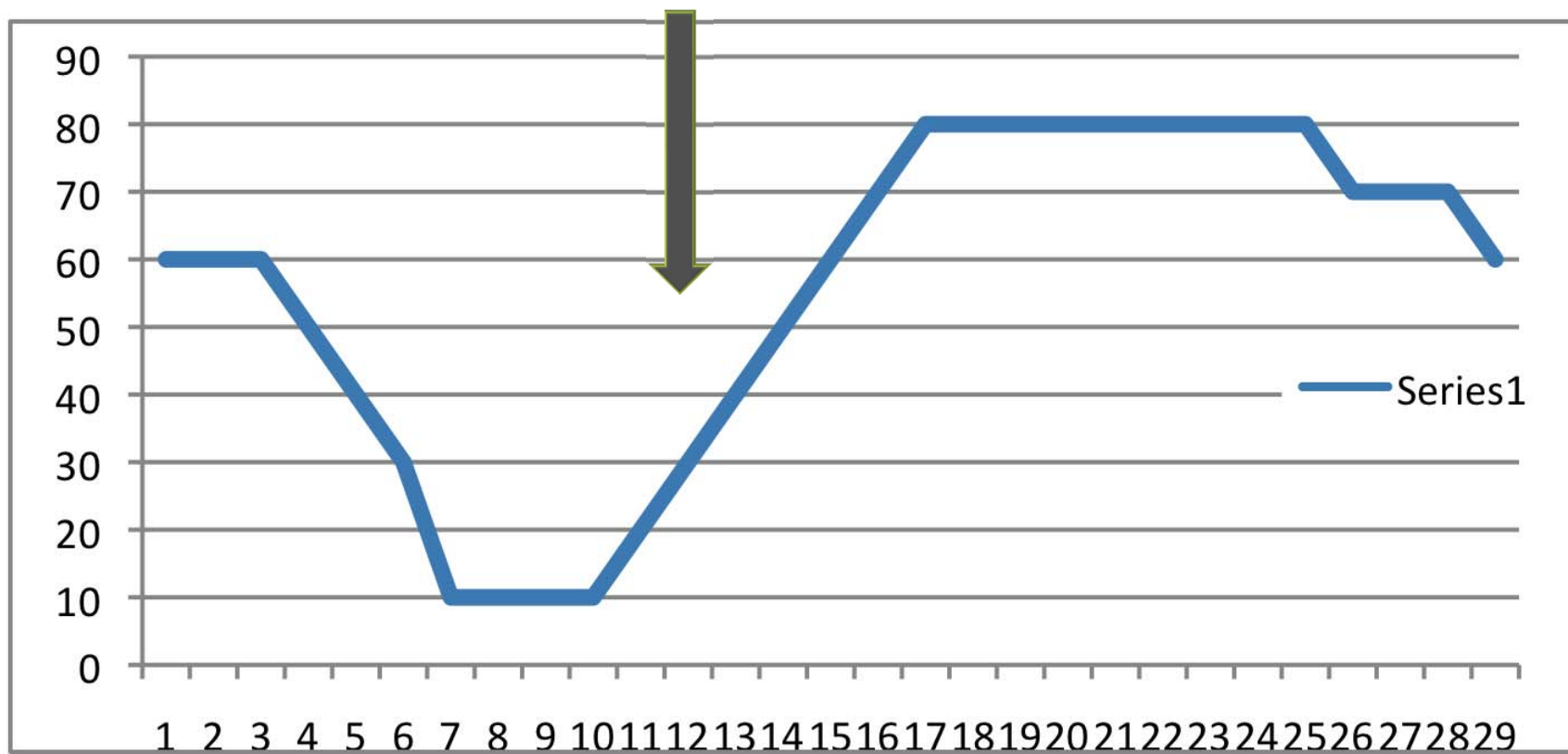
Pfister Performance Curve – Stage 3

3 – 12 months into a new position, the person may become particularly ineffective. Though busy, the person may not have the insight or feedback to know that they are not aware of their effectiveness. The garage becomes messy again but the mess isn't noticed by the person, they may not have developed the necessary skills or they fail to build or gain sufficient support to achieve the fundamental goals.



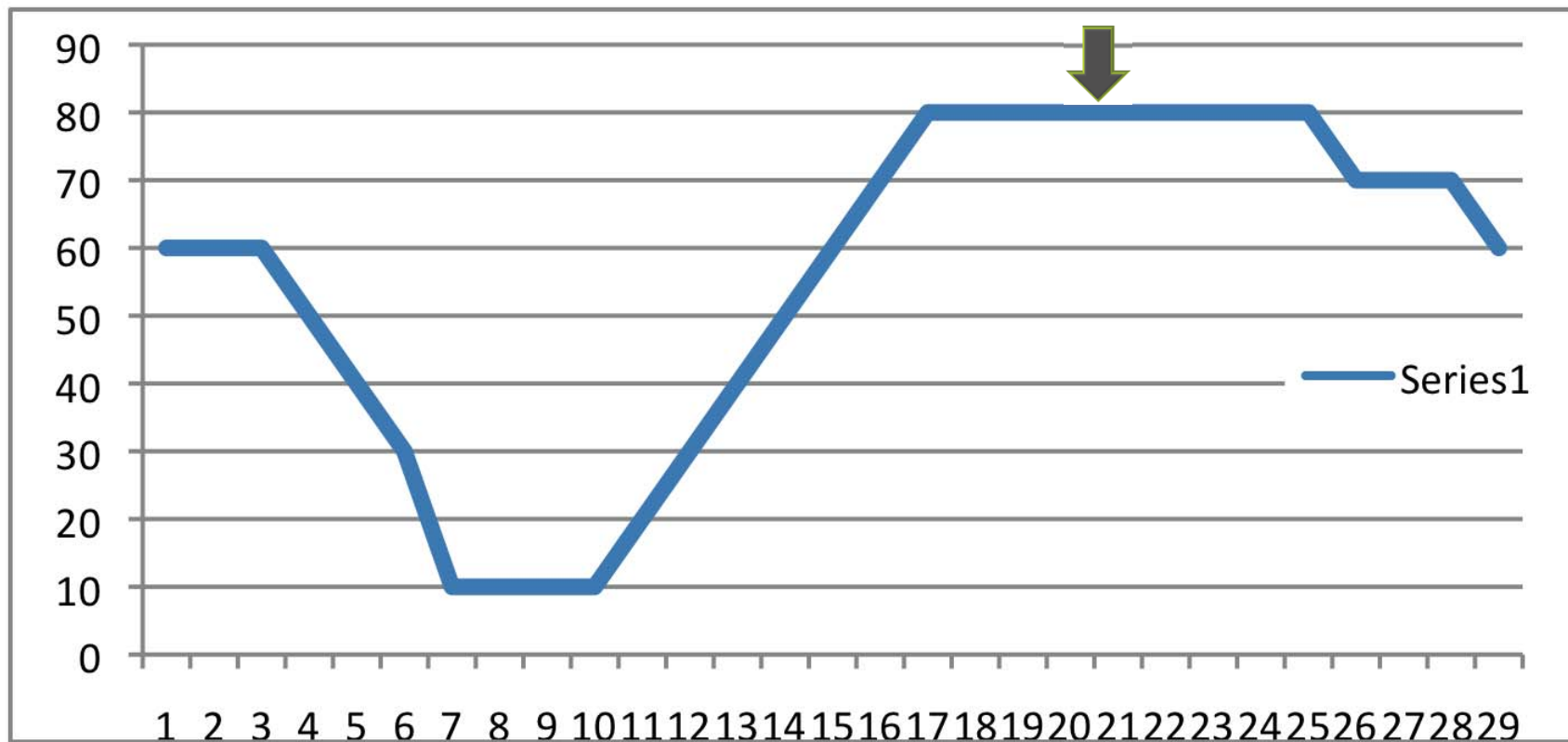
Pfister Performance Curve – Stage 4

6 months – 2 years into the position, the person generally becomes more effective. If the person has survived Stage 3, the person may now have the insight and applied feedback to know how to become more effective. Not just doing the job, but doing the right work that will lead to increased effectiveness over time. They have begun to develop the necessary skills, knowledge or relationships necessary to build or gain sufficient support to achieve the fundamental goals.



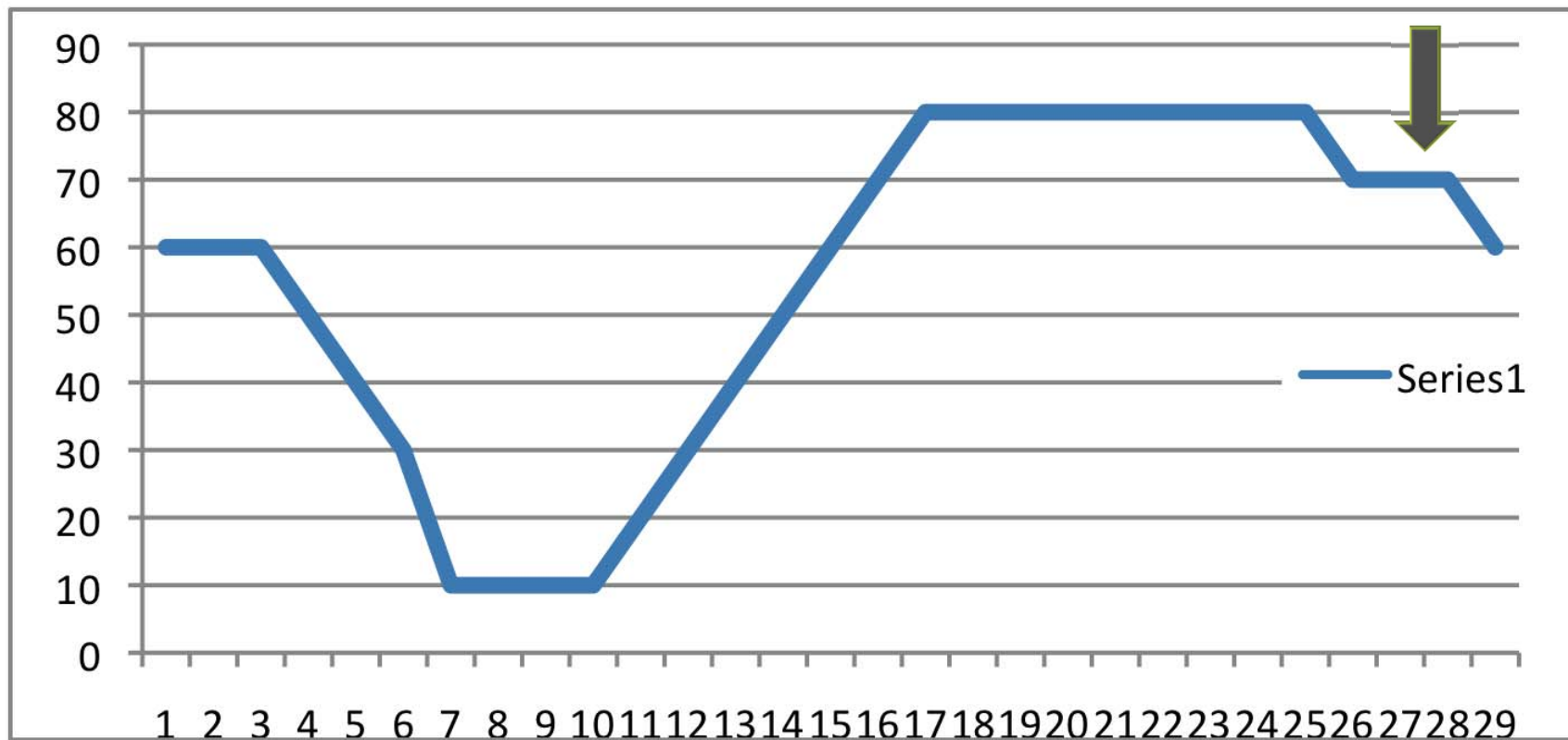
Pfister Performance Curve – Stage 5

1 - 7 years into the position, the person generally becomes the most effective. The degree of effectiveness generally remains consistent but is subject to their ability to adapt to changes in the organization and environment. If feedback systems are not in place, the person may not gain the necessary information to respond and adapt. Social intelligence, personal networks and deep interpersonal relationships must be highly developed to achieve the full potential.



Pfister Performance Curve – Stage 6

5 – 7 years into the position, the person generally becomes less effective. It is the unusual person that can maintain effectiveness for longer periods. In part, the environment and goals change. Consequently, the skills or experience necessary to achieve the goals also change and new leadership approaches are required. Given the power of habits in peoples lives, this is a significant challenge to be aware of and frequently people are unaware of their inability to adapt which in some cases may lead to an untimely exit.



Key Take-Aways on Effectiveness

For You

- ▣ Where are you on the effectiveness curve?
- ▣ What can you do about it?
- ▣ What feedback systems do you have in place?
- ▣ Are you building your capacity and support to achieve your goals
- ▣ The fundamental question is how can you shorten the performance decline that frequently occurs in Stage 2 & Stage 3

For Others

- ▣ Where is your team on the effectiveness curve?
- ▣ Are you providing the honest feedback they need to improve their performance
- ▣ How can you shorten the performance decline that frequently occurs in Stage 2 & Stage 3

Jack's Mission Statement

His Thoughts in 1991 to John Fees on Mission Statements

Jack Pfister – in his own words

- I start with my basic mission "to live with integrity and to make a difference in the lives of others." One of my objectives (this was done in 1990) was to establish balance in my life between my family, my career and my hobbies. I acknowledged that at that time my life was out of balance.
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Jack Pfister - in his own words

- Another objective was to slowly expand my circle of friends by trying to add four or five new friends each year. I have been pretty good at doing this.
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Jack Pfister - in his own words

- I have a scholarship objective of reading two books each month (I have not always done this, but have recently renewed by objective and have recommitted to this objective) and learn something important each month.
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Jack Pfister - in his own words

- I have an objective about political involvement it is as follows: "I value the rights, freedoms and responsibilities of our democratic society. I will be a concerned and an informed citizen, involved in the political process to ensure my voice is heard and my vote counted."
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Jack Pfister - in his own words

- One of the books that had an impact on me was Scott Peck's "The Road Less Traveled." Peck says that people undergo maximum personal growth when they help others to grow. That thought expanded my effectiveness as a manager and supervisor and in my relationship with my wife and children. I constantly reminded myself that I will do what every I can to help them grow "and develop their unique talents and to experience progressively greater joy in their lives."
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Jack Pfister - in his own words

- The important aspects of a mission statement and objectives is that you periodically evaluate your performance and give yourself a grade. It should be a living document and one that you share with Melissa, indeed you may want to develop a combined version.
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Jack Pfister

His Life and Legacy

Jack Pfister – Quotes & Reading

During my early twenties when I was involved with forest management issues and attempted to find a moderate position sustainable forest management practices vs. the alternative of closed “spotted owl” forests that didn’t actively manage a forest Jack suggested a powerful essay on regarding the economics of the environment – he suggested I read *Tragedy of the Commons*.

While attending business school in Boston, Jack and his wife Pat hosted Melissa and I to breakfast. During breakfast we spoke about some of the more powerful teaching methods including the case method. I shared with him how impressed I was that HBS would include *Dr. Martin Luther King’s “A Letter from a Birmingham Jail”* as part of its effort to illustrate important leadership qualities. Jack discussed the letter as if he had just read it and shared with me that it was among the inspirations that led him to be the early supporter for Arizona’s to create a state holiday honoring Dr. King.

In speaking with Jack about politics being just two sides of the same coin and the constant shake down by politicians raising money for elections, Jack said to me - *Do you think it was any different in Rome?* He encouraged me to not be angry or frustrated by it but recognize that part of the system and not likely something I could do anything about. He added only support people with integrity and avoid those that don’t possess the character necessary to lead.

Jack Pfister –



Jack Pfister had clout and vision

Jul. 22, 2009 12:00 AM
The Arizona Republic

If you had an idea - a good idea, one with merit and with clear, achievable benefit to the community - you really had to convince just one person in this town for it to attain instant credibility.

You could convince Jack. Get Jack on your side and you had instant Arizona gravitas.

Jack Pfister, one of the last of Arizona's great home-grown community business leaders, died on Monday at 75. He will be missed. Enormously.

Pfister directed Salt River Project during some of the Valley's most intense growth years, from 1976 to 1991. And from the point of his retirement forward, the University of Arizona alumnus devoted himself to laboring in behalf of countless causes, projects, boards and commissions, the weight of which would have exhausted a lesser man.

As a member of the state Board of Regents, Pfister was particularly committed to expanding and improving the state's universities. He served on the Maricopa Community College Foundation and was president of the Arizona State University Research Park in Tempe.

Pfister was at the center of some of Arizona's landmark events. He led SRP during the construction of the Central Arizona Project Canal. He also helped develop Arizona's 1980 Groundwater Management Act, at the time the most progressive groundwater-protection legislation anywhere in the country.

As recently as last week, if you had an idea - a good idea - you could take it to Jack. And on matters as diverse as a holiday to honor an American civil-rights hero to the rebirth of Phoenix's system of canals, the support of Jack Pfister could - and often did - make the difference.