



# Phil Bristol

Architect of Success  
*Effective Organizations*

projectivity solutions, inc.  
*accelerating organizational performance*

COVER STORY

**I**t is wrong to think this, but life is too long, and there are times when you may give up. But in this life journey, Phil Bristol learned patience – Patience with others and patience with himself. I have over 35 years of diverse experience ranging from the US Army to focusing on project management, strategic planning, business process improvement, and leadership development. As a Founder and Managing Principal, Phil is transforming the landscape for small and mid-sized companies at **Projectivity Solutions**.

Let's look at what it seems like to be in the business landscape for so long.

### Twists and Turns of Phil's Career

After completing his service in the US Army in 1984, Phil Bristol transitioned into a strategic systems consultant role for an international pharmaceutical company. Subsequently, he assumed the position of manager of manufacturing systems before embarking on the entrepreneurial journey that led to the establishment of Projectivity Solutions, Inc. in 1990.

Projectivity Solutions initially catered to technology companies in the California Bay Area, providing project management solutions that eventually evolved into

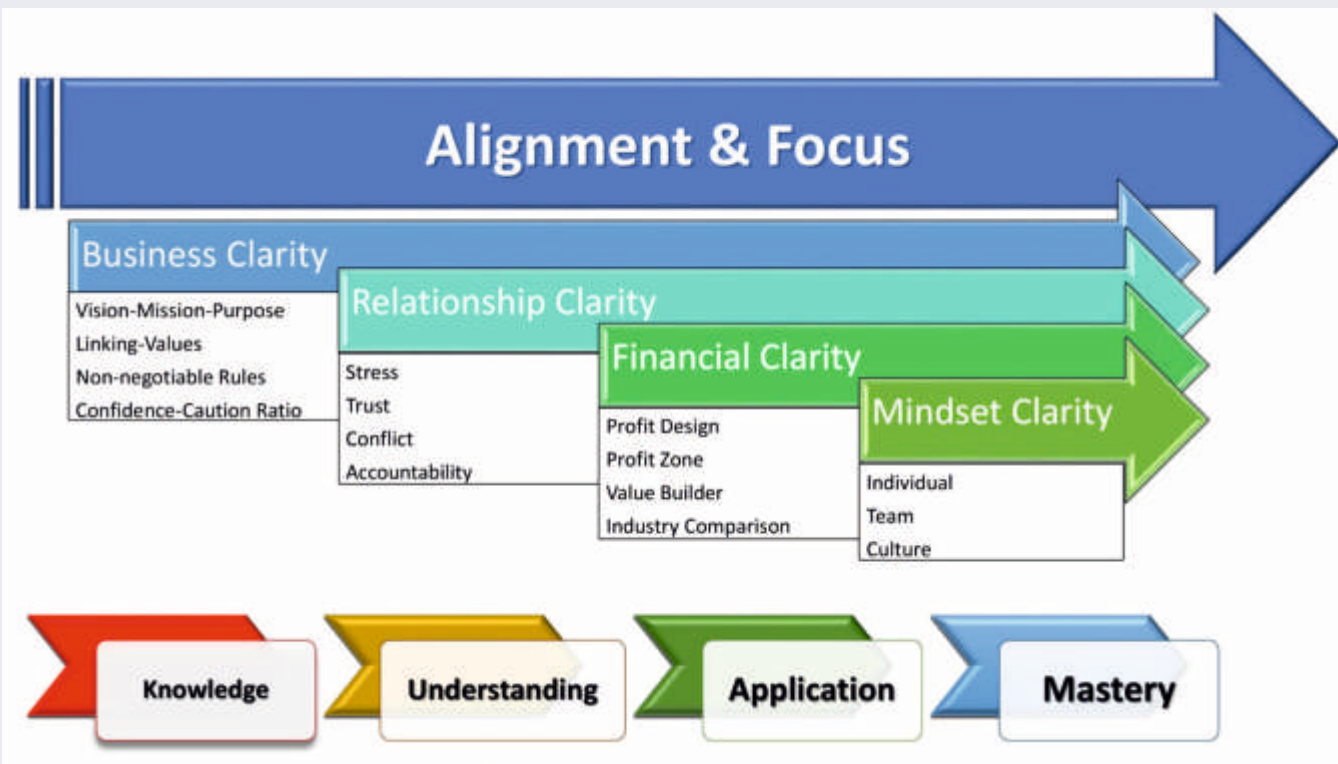
comprehensive program management consulting and training services. The clientele primarily consisted of Fortune 500 companies until a strategic shift in 2004 redirected the focus towards smaller businesses with fewer than 500 employees. Currently, Projectivity Solutions serves clients spanning the USA, Europe, and India, offering various services, including strategic planning, business process improvement, leadership development, and organizational culture enhancement.

Phil's interest in management was sparked by the notable role played by Admiral Rickover in developing the Polaris nuclear submarine. In the late 1960s, he participated in the Department of Defense (DOD) Project and Program Management training program. Serving as an Airborne-Ranger officer in the US Army, with assignments including the 3rd Armored Division in Frankfurt FRG, United Nations Command in Seoul ROK, Test & Evaluation Command in Aberdeen, MD, and HQ Seventh Army in Honolulu HI, Phil applied project management techniques to diverse projects.

Between 1990 and 1997, Phil further honed his leadership and project management skills during his tenure at Syntex Corporation, where he served as the international strategic systems planning officer and director of manufacturing systems.

In 1997, Projectivity Solutions was founded to provide project management services to custom home builders in Palo Alto, CA. The company initially concentrated on intricate projects for industry giants like Hewlett-Packard, Sun Microsystems, New United Motors (NUMMI), and Eddie Bauer. Over time, the company transitioned its client base from Fortune 500 organizations to smaller for-profit and non-profit entities with 500 or fewer employees. Geographically dispersed clients now form the core in the United States, Europe, and India.

Utilizing assessments to evaluate organizational complexity, Projectivity Solutions assists CEOs in objectively identifying strengths and challenges that impact customer experience and service quality. This approach fosters a common language and knowledge base among the leadership team and employees, seamlessly integrating elements of





culture, people relationships, work processes, project management, and strategic plans.

### **Navigating Organizational Excellence through Passion-Driven Leadership**

Under Phil's visionary leadership, Projectivity Solutions operates at the intersection of passion-driven leadership and cutting-edge organizational strategies. With a mission to accelerate organizational performance, the company utilizes over a century of scientific research to objectively gather data and eliminate obstacles. The team, guided by a set of core values, consistently leads the way in seeking excellence, doing what's right, taking responsibility, and caring for each other. His commitment to creating a high-trust environment and fostering a culture of continuous improvement positions is the foundation for Projectivity Solutions as a total solution provider dedicated to building people, relationships, and a trust-based, high-performing culture.

### **Building Success through Diversity**

With a deliberate and innovative approach, Projectivity Solutions, led by Phil, has crafted a geographically distributed team that thrives on diversity and skill variety. The harmonious balance between WHAT and HOW management principles form the bedrock of their dynamic and responsive organizational structure. The well-defined Projectivity Enterprise Program encompasses crucial components like strategy, culture, infrastructure, and leadership, supported by key processes such as business development, interdepartmental planning, organizational structure, master processes, and key performance indicators.

Navigating challenges posed by different time zones and diverse geographic cultures, the team at Projectivity Solutions has transformed these obstacles into strengths. Leveraging the diversity in natural communication behaviors identified through DISC assessments, the organization has fostered a culture of resilience and adaptability.

The success of their distributed organization lies in establishing mutual trust-based relationships. Through interactive communication skills, shared behavior-based core values, and regular performance conversations, Projectivity ensures a cohesive team that consistently demonstrates these principles in client interactions.

Experiential skills training further reinforces these essential behaviors, solidifying Projectivity Solutions' commitment to customer experience excellence within time, scope, and cost constraints.

### **Vision for Small Business Empowerment**

With a steadfast commitment to reshaping the fate of small businesses, Projectivity Solutions, under Phil Bristol's leadership, strives to curb the staggering mortality rates. Following strategic refinements in service offerings and marketing in the past year, the organization is geared for a transformative 2024. Focused on enhancing the strategic planning process, Projectivity Solutions is actively collaborating with European partners to assess critical organizational dimensions. The aim is not only to understand strengths and challenges comprehensively but also to craft a realistic action plan. In essence, Projectivity Solutions emerges as a beacon of hope, dedicated to empowering small-to-mid-size companies for sustained success.

### **Insights on Leadership and Project Management**

Drawing on over 35 years of experience, Phil Bristol imparts invaluable insights into effective leadership and project management. A firm believer in the power of patience, he underscores his role in dealing with others and oneself. Bristol emphasizes the harmonious blend of a



## The Science Behind Helping Businesses Succeed

An Innovative Approach That Integrates Over 130 Years of research and Findings in the Fields of Management Leadership, Organizational Development, Psychology and Behavior.

1880	1920	1940	1960	1980	2000
<b>Management Leadership</b>					
<b>Fredrick Taylor 1880</b> Scientific Management		<b>Eric Trist 1949</b> Sciotech Systems Theory	<b>Tom Peters 1978</b> In Search of Excellence	<b>Edward Deming 1982</b> Quality Production	<b>Jim Collins 2001</b> Good to Great
		<b>Peter Drucker 1954</b> Management by Objectives		<b>Peter Senge 1990</b> Learning Organization	<b>David Maister 2001</b> Practice What You Preach
		<b>Kelly &amp; Walker 1957</b> Critical Path Method		<b>Michael Hammer 1999</b> Business Process Reengineering	<b>Patrick Lencioni 2002</b> Five Dysfunctions
					<b>James Fischer 2006</b> Growth Curve
					<b>Logan &amp; King 2008</b> Tribal Leadership
<b>Organizational Development</b>					
	<b>Elton Mayo 1932</b> Hawthorne Study	<b>Abraham Maslow 1943</b> Hierarchy of Needs	<b>Douglas McGregor 1960</b> Theory X and Theory Y	<b>Heresy &amp; Blanchard 1983</b> Situational Leadership	
		<b>Kurt Lewin 1946</b> Organizational Development	<b>Blake &amp; Mouton 1964</b> Management Grid	<b>David Cooperidder 1987</b> Appreciative inquiry	
		<b>Fredrick Herzberg 1959</b> Motivation Factors			
<b>Psychology and Behavior</b>					
	<b>William Marston 1928</b> DISC	<b>B.F. Skinner 1961</b> Analysis of Behavior	<b>Edgar Schein 1984</b> Organization Culture	<b>C. Terry Warner 2001</b> Self-Deception	
	<b>Edward Spranger 1928</b> Motivators	<b>Virginia Satir 1964</b> Conjoint Family Therapy	<b>Daniel Goleman 1995</b> Emotional Intelligence	<b>Judith Glaser 2013</b> Conversational Intelligence	
		<b>Milton Ericson 1967</b> Hypnotic Realities		<b>Arbinger Institute 2016</b> Outward Mindset	
		<b>Robert Hartman 1967</b> Science of Value		<b>Berne Brown 2018</b> Dare to Lead	
		<b>Fritz Perls 1969</b> Gestalt Therapy			
		<b>Bandler &amp; Grinder 1975</b> NLP			

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business's WHAT and HOW aspects, likening a high-performing team to a world-class orchestra. In this orchestration, the business leader is the maestro, guiding diverse talents akin to instruments. He accentuates the significance of hiring the right talent and establishing a vibrant organizational culture through vision, mission, and core values. Like orchestra sheet music, documented processes and training allow the team to channel focus into superior client service delivery. Guided by a meticulous engagement method, Bristol ensures consistent results in internal and client-facing projects, showcasing a mastery honed through years of experience.

### Projectivity Solutions as an Excellence Accelerator

Projectivity Solutions sets the stage for transformative change by defining HR's role as an excellence accelerator. Prioritizing HR process documentation and seamless integration into operations and development, the focus shifts from the desk to the field. Engaging with team leaders and staff on their turf, pertinent questions are posed, unveiling insights into what works, what doesn't, and how HR interactions can be enhanced. The second priority involves deep diving into operations and marketing processes, fostering a bilingual understanding to effectively communicate with these key departments. Through tangible

actions, Projectivity Solutions showcases that HR is a stalwart supporter dedicated to propelling staff development and operational success.

### From Service Processes to Strategic HR

In the realm of small to mid-sized companies, Projectivity Solutions diligently aids in constructing service processes and fostering an outward mindset within HR teams. Throughout years of dedicated service, the Projectivity Solutions team has continually honed its service offerings and refined relationship skills. For budding entrepreneurs venturing into the HR sector, the advice from Phil is clear: cultivate your core HR competencies personally and seek collaborations with individuals possessing complementary skills.