

# FOCUSING ON WHAT MATTERS

LEADERSHIP ADVISORY SERVICES

**TONY  
CHIVINSKI**

2 Countryside Lane, Lititz, PA 17543

(717) 951-6500

mrc1@ptd.net (E-Mail)

www.LeadershipAdvisory.net

## Key Insights You Can Execute On April 2012

### Filters to view you, your focus and your organization (Ram Charan, Larry Bossidy)

- **Results come from:**
  - **The leader**
  - **Strategy, plans, execution**
  - **The leadership team**
  - **Monitoring results**
- **Purpose of strategy:**
  - **Win customer preference**
  - **Create a sustainable competitive advantage**
  - **Leave enough money on the table for shareholders**



## **Exceptional Customer Service**

My clients know I am a proponent of using the Net Promoter Score concept as a means of measuring and driving great customer results and efforts throughout the organization. Following are some key excerpts from an article entitled "Can I Help You?" an interview with Jim Bush, customer service czar of American Express in the April 30, 2012 issue of Fortune Magazine.

- Every one of those moments of truth is an opportunity to make a difference to customers in a personalized way...we moved from transaction oriented.....to building on the relationship with the customer.
- ... We call them customer care professionals because that's what they are. They're not service professionals; they take care of customers.
- We let the customer determine how much time they want to engage. That engagement drives value. We serve customers, not transactions.
- Our aspiration is to drive advocacy, where we get impassioned customers to tell others about their experience with American Express. For every servicing transaction, we ask, how can we get the customers

to feel better about American Express and recommend it to a friend? That's a promoter.

- We've been able to show that increased satisfaction drives increased engagement with American Express products, and that drives shareholder value. Great service is great business.

### **Leadership**

"My ultimate objective is to build within Tsingtao Brewery a platform on which everything runs so smoothly that my presence or absence will have no bearing whatsoever on the business. I hope that when I leave, my successor will retain this system so that the company can survive and grow on its own, no matter who serves as CEO." Jin Zhiguo

Tsingtao's Chairman On Jump Starting a Sluggish Company, by Jin Zhiguo  
Harvard Business Review, April 2012

### **Inside a Tycoon's Messy Empire, By Joann Muller**

Forbes, February 13, 2012

Quotes from Dan Gilbert – billionaire  
"Ideas, expertise, and even employees freely flow between companies on the theory that they're all one tight-knit family.....There's nothing better than people talking to each other, sharing best practices, and opening up communications. This is a brain economy."

"Watch your thoughts, for they become your words. Watch your words, for they become your actions. Watch your actions, for they become....habits. Watch your habits, for they become your character.

Watch your character, for it becomes your destiny. What we think we become. My father always said that."  
Margaret Thatcher

### **The Real Leadership Lessons of Steve Jobs**

By Walter Isaacson

Harvard Business Review - April 2012

- Focus
- Simplify
- Take responsibility end to end
- When behind, leapfrog
- Put products before profits
- Don't be a slave to focus groups
- Bend reality
- Impute
- Push for perfection
- Tolerate only "A" players
- Engage face to face
- Know both the big picture and the details
- Combine the humanities with the sciences
- Stay hungry, stay foolish

"By expecting them to do great things, you can get them to do great things." Steve Jobs



## **Culture Considerations**

Selected points from an article about Phil Libin, CEO of Evernote  
The New York Times, Sunday, April 8, 2012

- No phones – everyone has a cell phone – when you are at your desk, you should be working - if you want to talk, go talk to someone
- E mail- discourage lengthy e mail with everyone weighing in – if you want to talk to someone, go talk to them
- Unlimited vacation – reward people for taking one week at a time – you’re not going to get a lot of work out of someone if they haven’t taken a vacation in a while
- We try to have the kind of culture that doesn’t value excuses in the sense that when you’re supposed to accomplish something and you are at a high level, then your job is to accomplish it, in spite of difficulty.

### **Key Excerpts from Vision & Values, Wells Fargo Forbes, February 13, 2012**

- We define culture as knowing what you need to do when you get up in the morning without having to be told what to do.
- A good strategy perfectly executed will beat a great strategy poorly executed every time.
- The more we give our customers what they need, the more we will know about them.
- Sales and service are inseparable. More sales do not always lead to better service, but better service almost always leads to more sales.

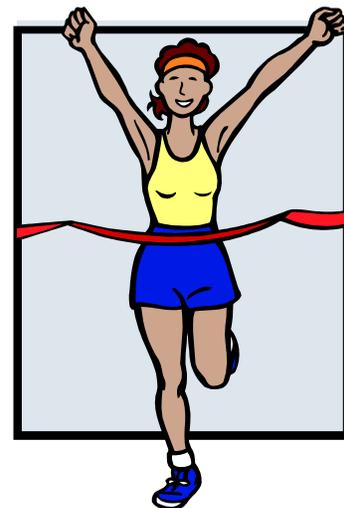
- We share ideas, give ideas and search for the best ideas across our company.
- If we do what’s right for our team members, customers and communities, then-and only then-will our shareholders see us as a great investment.

### **GOLDMAN, WALL STREET, AND THE CULTURE-KILLING LESSON BEING IGNORED**

By Jack and Suzy Welch  
Fortune, April 30, 2012

“.....too many leaders think a company’s values can be relegated to a five-minute conversation between HR and a new employee. An organization’s culture is not about words at all. It’s about behavior and consequences. It’s about every single individual who manages people knowing that his or her key role is that of chief values officer, with Sarbanes-Oxley-like enforcement power to match.”

## **Performance**



## **Creating Sustainable Performance**

If you give your employees the chance to learn and grow, they'll thrive-and so will your organization.

By Gretchen Spreitzer and Christine Porath

Harvard Business Review - January-February 2012

Happy employees produce more than unhappy ones over the long term. They routinely show up at work, they're less likely to quit, they go above and beyond the call of duty, and they attract people who are just as committed to the job. Moreover, they're not sprinters; they're more like marathon runners, in it for the long haul.

According to the Ross School of Business Center for Positive Organizational Scholarship in looking into the factors involved in sustainable individual and organizational performance, a key word is:

Thriving!

We think of a thriving workforce as one in which employees are not just satisfied and productive, but also engaged in creating the future.

Two components of thriving:

- Vitality – the sense of being alive, passionate, and excited. Employees who experience vitality spark energy in themselves and others. Companies generate vitality by giving people the sense that what they do on a daily basis makes a difference.
- Learning – the growth that comes from gaining new knowledge and skills. People who are developing

their abilities are likely to believe in their potential for further growth.

This group's research uncovered four mechanisms that create the conditions for thriving employees:

- Providing decision making discretion
- Share information
- Minimize incivility
- Offer performance feedback



## **Teamwork**

### **The New Science of Building Great Teams, By Alex "Sandy"**

Pentland

HBR – April 2012

Work done at MIT's Human Dynamics laboratory have identified the group dynamics that characterize high performing teams – those blessed with the energy, creativity and shared commitment to far surpass other teams. According to this work, they have found that the patterns of communication to be the most important predictor of a team's success. One key point-the best predictors of productivity were a team's energy and engagement outside formal meetings.

Successful teams share several defining characteristics:

- Everyone on the team talks and listens in roughly equal measure, keeping contributions short and sweet
- Members face one another, and their conversations and gestures are energetic
- Members connect directly with one another – not just the team leader
- Members carry on back-channel or side conversations within the team
- Members periodically break, go exploring outside the team, and bring information back

Three aspects of communication that affect team performance were identified:

- Energy – measured by the number and nature of exchanges among the team members – the most valuable communication is face to face
- Engagement – reflects distribution of energy among team members – if all members have relatively equal and high energy with all other members, engagement is extremely strong
- Exploration – involves communication that members engage in outside their team – higher performing teams seek more outside connections – this is most important for creative teams, such as those responsible for innovation

## **Leadership Advisory Services assists leaders in:**

- **Solving problems**
- **Capturing opportunities**
- **Executing well**
- **Effecting sustainable change**

See what our clients think at [www.leadershipadvisory.net](http://www.leadershipadvisory.net).

**I greatly appreciate introductions to leaders who are serious about getting results and would value my counsel. Thank you!**



**Tony Chivinski**