

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 July 2012

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

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



Team Players Trump All – Stars

By Geoffrey Colvin; Fortune, May 21, 2012

“It’s a myth that “smart people do everything better,” says University of Michigan leadership expert Noel Tichy. The reality:” Smart people with aligned values and trust create high-performing teams.” Research offers further insight into assembling the best group:

- Differing experiences
- Different ways of thinking
- Differing strengths
- The team must compensate for the CEO’s weaknesses
- Differing values are bad

Trustworthiness is key because trust is the most important element in team success. Insistence on confronting the real conflicts inside the team is also vital. The best team players face the deep issues fearlessly.

Learning Charisma

By John Antonakis, Marika Fenley, and Sue Liechti; HBR, June 2012

“...to persuade others, you must use powerful rhetoric, establish personal and moral credibility, and then rouse followers’ emotions and passions. If a leader can do those three things well, he or she can tap into the hopes and ideals of people, give them a sense of

purpose, and inspire them to achieve great things.”

“Leaders need technical expertise to win the trust of followers, manage operations, and set strategy; they also benefit from the ability to punish and reward. But the most effective leaders layer charismatic leadership on top of transactional and instrumental leadership to achieve their goals.”

What can you do to add this skill set to your tool box?

- Help listeners understand, relate to and remember your message using metaphors, similes, and analogies
- Use rhetorical questions to encourage engagement
- Limit your points to three key items
- Show integrity, authority and passion
- Set high goals and convey confidence that the goals can be achieved
- Use an animated voice, facial expressions and gestures to show passion



Leadership Is a Conversation

By Boris Groysberg and Michael Slind;
HBR, June 2012

Want to improve employee engagement? Have conversations. Leaders should engage employees in a way that resembles an ordinary person to person conversation. There are four key aspects of this process for a positive impact:

- Intimacy – minimize the distance that separates you from your employees
 - Earn trust by being authentic and straight forward
 - Listen well – know when to stop talking and start listening
 - Attend to what people say
 - True attentiveness signals respect, a sense of curiosity and a degree of humility
 - Ask and answer questions – solicit feedback on your performance
- Interactivity – talk with, not to people; foster an interactive culture
- Inclusiveness – enable participants to share the ownership of the substance of the discussion
- Intentionality – personal conversations should be open, but not aimless – must have a sense of what they hope to achieve and what relevant actions will be taken

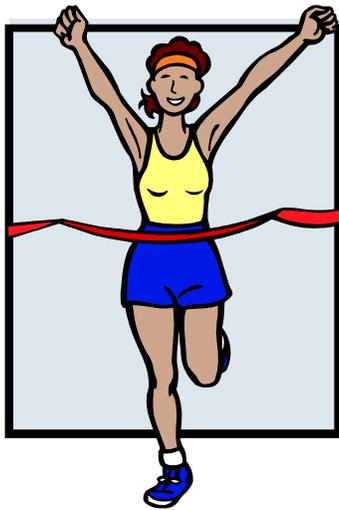
To Keep Your Customers, Keep It Simple

By Patrick Spenner and Karen Freeman; HBR, May 2012

Steve Jobs was very focused on making Apple’s products extremely easy to use. According to research conducted by the authors of this

article, the single biggest driver of customer stickiness is “decision simplicity” – the ease with which consumers can gather trustworthy information about a product and confidently and efficiently weigh their purchase options. What consumers want is simply, simplicity.

Brands tested that scored in the top quartile of a decision simplicity index were 86% more likely than those in the bottom quartile to be purchased.



Delivering Happiness: a Path to Profits, Passion and Purpose by Tony Hsieh, CEO, Zappos

This book has relevant information on leadership, culture, customer service, building a brand and a company. Some key thoughts:

- “It’s how you make people feel that matters most. You must care about them personally and professionally.
- Best ideas come from the bottom up – managers remove obstacles; the best leaders are servant leaders
- Question for leaders – How much do people enjoy working with you?

- Openness and honesty make for the best relationships that lead to trust and faith
- Zappos competitive advantage:
 - The brand – customer experience
 - Culture
 - Development of employees – pipeline
- Growth comes through :
 - Repeat customers
 - Word of mouth

There are great ideas about customer service in this book.

Sales Insights

Jim Koch, Founder and Chairman of Boston Beer Company – “I know how to interpret a spreadsheet, but that can’t compare with the knowledge I get from being in the market to talk to customers. Most of our ideas for new products come during sales calls. The View from the Field; Harvard Business Review, July-August 2012

How to Upend Your Customers’ Ways of Thinking

In an article entitled “The End of Solution Sales, the authors recommend that sales people transition to insight-based selling vs. traditional solution selling. The key aspects of insight based selling are:

- Salespeople must lead with disruptive ideas that will make customers aware of unknown needs
- Prospect companies are agile organizations in a state of flux vs. those with a clear understanding of their needs
- Seek out skeptical change agents over friendly informants

- Coach those change agents on how to buy, instead of quizzing them on their company's purchasing process

Companies that fit this profile are already reexamining the status quo and are more receptive to disruptive ideas.

(The End of Solution sales by Brent Adamson, Matthew Dixon, and Nicolas Toman; HBR July-August 2012)

Motivating Sales People: What Really Works

By Thomas Steenburgh and Michael Ahearne; HBR July-August 2012)

The authors of this article have some great ideas on how to work with and incentivize levels of performers differently:

- Core performers – which usually represent the largest part of the sales force
 - Establish multi tier targets for achievement
 - Establish prizes for this group – don't just have them for those who achieve top performance
- Laggards – could be new salespeople, those less talented, or less motivated
 - Establish pace setting bonuses
 - Natural social pressure – comes about by having new people in the pipeline
 - Program induced social pressure – help them see their responsibility to the team and have star performers help the laggards

- Stars
 - Incentive plans should favor them – no ceiling on commissions; overachievement commissions and multiple winners



Leadership Advisory Services assists leaders in:

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

See what our clients think at www.leadershipadvisory.net.

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



Tony Chivinski