


**COACHING TO WIN ~
BUILDING YOUR BENCH
STRENGTH**

Presented by
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GALLIARD
FOR GENERATIONS OF BUSINESS SUCCESS

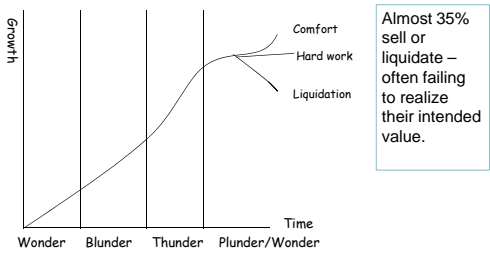
Why it's Important to You

- ✦ Maximize your ROI
- ✦ Increase productivity and profitability
- ✦ Increase peace of mind
- ✦ Secure your retirement and leave your legacy



But, it's not easy...

Business Development Cycle



Almost 35% sell or liquidate - often failing to realize their intended value.

Adapted from: Beyond Survival - Leon Danoo

A Practical Game Plan

- ✦ Start with the end in mind - what's your exit strategy?
- ✦ Develop your strategic plan - what's the potential of the business?
- ✦ Identify the competencies needed to achieve your strategic goals.
- ✦ Develop your preliminary succession strategy.

A Practical Game Plan, Continued

- ✦ Recruit and select for behavioral and technical competencies.
- ✦ Implement a leadership development plan.
- ✦ Hold people accountable.
- ✦ Define your personal transition and implement your succession strategy.
- ✦ Lead by example and celebrate success!

Leaders Lack the Skills

- ✦ "Of the top five **needs** - inspiring commitment, strategic planning, leading people, resourcefulness, and employee development - only resourcefulness is considered be a 'top ten' **skill**."
- ✦ "The four most important future skills - leading people, strategic planning, inspiring commitment, and managing change - **are among the weakest competencies for today's leaders.**"

~ Center for Creative Leadership
www.ccl.org



Consider Your Exit Strategy

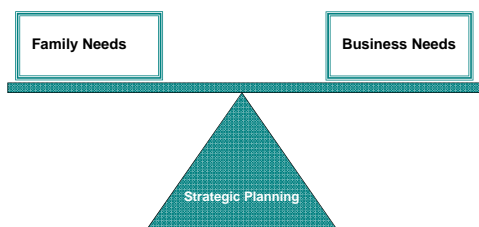
- When might you like to step away from this business?
- What will this business need to do for you to enable you and your family to realize your future vision?
- Value - What does this mean to you?



Define Your Vision and Plan

- Develop a basic strategic plan - what do you want your business to look like in 3, 5, and 10 years?
- Keep it simple, clear, logical, and easily communicated to those who will help you to bring it to life.

Integrated Planning



The Basic Steps to Develop Your Plan



Don't keep it locked in your head!

1. The conversation is KEY!
2. Test assumptions, benchmark, and research opportunities.
3. Consider your exit strategies and desired value.
4. Develop goals and objectives that will drive behavior.



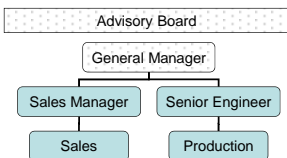
Succession Planning

- Identify the competencies needed for successors.
- Define the roles of the existing leaders as mentors or coaches.
- Redefine roles or responsibilities for existing employees or family members.
- Develop a plan to provide experiential training for the next generation of leadership.
- Identify measures of success.

Organizational Planning to Realize Strategic Potential

Includes:

- Understanding the culture and needs of the organization, family, and future.
- Strengthening or restructuring the management team.
- Identifying the talent and skills that will be needed to deliver your strategic plan.
- Planning for the exit of the retiring generation.



4

Hire the 'Right Fit' for the Future

- Focus on behavioral competencies and technical skills – not entitlement, relationships, or convenience.
- Identify cultural fit – with the organization and, if applicable, the family.
- Use behavioral/targeted interviewing and leadership assessments.



Remember...

Leadership ability is more important than birthright.



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Create a Leadership Development Strategy

- Develop clear, specific goals and strategies for individual leadership development.
- Engage executives in talent development.
- Assess managers' strengths and weaknesses as leaders against the core competencies identified in the strategic needs assessment.
- Provide structured feedback, coaching, and assessment toward goal attainment.
- Create systems for tracking and evaluating performance against goals, and assess impact.

The Leadership Gap

A recent study by the Center for Creative Leadership found that seven leadership skills are consistently viewed as most important now and in the future. They are:

- Leading employees
- Strategic planning
- Inspiring commitment
- Managing change
- Resourcefulness
- Being a quick learner
- Doing whatever it takes



Individual Leadership Development Plan

Can include:

- 🌿 Work assignments
- 🌿 Special projects/ strategic initiatives
- 🌿 Executive Development/ mentoring/ feedback
- 🌿 Team-based, cross-functional learning and relationship building
- 🌿 Leadership meetings and events
- 🌿 Observation and engagement at the BOD and/or Advisory Board level



The Millennial Generation

- 🌿 Positive and Savvy
- 🌿 Frustrated by the lack of solutions - globally and locally
- 🌿 Belief in their generational and personal power



- 🌿 Need for influence and options
- 🌿 Desire for a different lifestyle
- 🌿 Mobilizing for change

Considerations as Employees

This generation tends to expect:

- ✦ Adventure in life, security in work
- ✦ Variety in opportunities, within solid companies
- ✦ Consolidation/Education
- ✦ Respect and loyalty
- ✦ Spiritual or emotional fulfillment
- ✦ Meaning and purpose
- ✦ Social Networks - in and out of work
- ✦ Balance/less risk/fair pay





Develop Practices to Support Success

- ✦ Focus on key result areas
- ✦ Set measurable objectives
- ✦ Provide timely feedback
- ✦ Be consistent
- ✦ Be fair; praise without cause breeds complacency
- ✦ Develop long-term rewards and celebrate success



Key Result Areas

✦ Key Result Areas originate from the company's business and strategic plans, and they describe the specific areas in which outputs or results must be produced for each position.

- New product development
- Financial reporting
- Manufacturing efficiency
- Customer satisfaction



Performance Objectives

- ✦ New product development
 - Develop, test, and launch new RM 300 version by June 30, 2010.
- ✦ Financial reporting
 - Decrease reporting time for profitability analysis by December 1, 2009.
- ✦ Manufacturing efficiency
 - Fully implement lean manufacturing in plant by July 1, 2011.
- ✦ Customer satisfaction
 - Increase average customer satisfaction score from 3.7 to 4.8 by December 31, 2010.

Performance Bonus Example



Business Development Manager (example only)

2009 Key Result Area	Objectives	Bonus Value
New Business Development	1. Convert 15 prospects to clients (converted to projects)	\$XXX
	2. Present 35 Public Seminars and Workshops	\$XXX
Public Relations and Marketing	3. Five Journal or Periodical publications	\$XXX
	4. Two radio or TV appearances	\$XXX
Team Training	5. Design, development and delivery of 4 new product team training programs	\$XXXX
	6. Development and implementation of internal mentoring program.	\$XXXX
Project Management	9. Manage projects to meet profitability metrics and meet client expectations.	Profit share
Total Bonus		\$XX,000

Lead by Example... and Celebrate Success

“There are two ways of exerting one’s strength: one is pushing down, the other is pulling up.”
~ Booker T. Washington

“The greatest good you can do for another is not just share your riches, but to reveal to him his own.”
~ Benjamin Disraeli


Leave a Legacy


Businesses will endure or die depending upon how effectively they plan for the future. Those who survive will have managed to re-create the energy and wonder that fueled the original entrepreneurial spirit.


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Future Leadership Skills

Identify a potential leader in your organization. You do not need to indicate who they are, but try to rate their skill level against the following competencies that have been identified as critical for future leaders.

A rating of 1 means that they do not currently possess this skill, a rating of 5 indicates that they are 'ok' but really need to work at this, and finally, a rating of 10 is excellent, a true, easily identified skill.

1. Leading people

1 2 3 4 5 6 7 8 9 10

2. Strategic planning

1 2 3 4 5 6 7 8 9 10

3. Inspiring commitment

1 2 3 4 5 6 7 8 9 10

4. Managing change

1 2 3 4 5 6 7 8 9 10

5. Resourcefulness

1 2 3 4 5 6 7 8 9 10

6. Participative management

1 2 3 4 5 6 7 8 9 10

7. Being a quick learner

1 2 3 4 5 6 7 8 9 10

8. Employee development

1 2 3 4 5 6 7 8 9 10

9. Doing whatever it takes

1 2 3 4 5 6 7 8 9 10

10. Balancing personal life and work

1 2 3 4 5 6 7 8 9 10

*Example list of key traits is from The Center for Creative Leadership – please see their website: www.ccl.org

Sample Management Development Training Plan

Skill Development Area	Specific Skills	Skill Rating	Training Available	Budget	Completion Date/Comments
Sales Department - One year	Direct Sales	1 2 3 4 5	Dale Carnegie Sales		<i>Date:</i>
	Dealer Exposure	1 2 3 4 5	AEM Sales College		<i>Comments:</i>
	Pricing effectively	1 2 3 4 5	MEP New Product Development Training		
	Managing in a competitive environment	1 2 3 4 5			
	Sales prospecting/quotes/contracts	1 2 3 4 5			
	Marketing analysis	1 2 3 4 5			
	New Product Development	1 2 3 4 5			
Production Department - One Year	Lean production	1 2 3 4 5	MEP Lean courses		<i>Date:</i>
	Personnel management	1 2 3 4 5	Supervision/Leadership		<i>Comments:</i>
	Scheduling	1 2 3 4 5	ISO Quality Systems		
	Manpower planning	1 2 3 4 5	Six Sigma		
	Quality systems	1 2 3 4 5	AME Events		
	Standardized work	1 2 3 4 5			
Engineering – One year	Bills of material	1 2 3 4 5	Solidworks		<i>Date:</i>
	3-D Cad systems	1 2 3 4 5	U of I DFM/DFA		<i>Comments:</i>
	DFA/DFM	1 2 3 4 5	APICS Certification Start		
	FEA	1 2 3 4 5	SME Events		
	Manufacturing documentation	1 2 3 4 5			
Purchasing – One year (Special Projects)	Supply chain management	1 2 3 4 5	APICS Certification Finish		<i>Date:</i>
	Leadtime reduction	1 2 3 4 5	APICS Chapter events		<i>Comments:</i>
	Supplier selection & devlpmt	1 2 3 4 5			
	Price control / PPV	1 2 3 4 5			
	Vendor performance systems	1 2 3 4 5			

Accounting/Administration - One year	Cost accounting	1	2	3	4	5	NIC courses - Bus/Accounting Lean Accounting Lean Office		<i>Date:</i>
	Managerial Accounting	1	2	3	4	5			<i>Comments:</i>
	Monthly close process	1	2	3	4	5			
	Budgeting	1	2	3	4	5			
	Human Resource Issues	1	2	3	4	5			
	Insurance	1	2	3	4	5			
	Banking relationship management	1	2	3	4	5			
General Leadership	Motivating employees	1	2	3	4	5	Community Involvement – boards, work groups, etc. Communication and Leadership training – NIC Personal skill development training – Brian Tracy International, Tony Robbins, etc.		<i>Date:</i>
	Giving constructive feedback	1	2	3	4	5			<i>Comments:</i>
	Problem Solving	1	2	3	4	5			
	Team Development	1	2	3	4	5			
	Community involvement skills	1	2	3	4	5			
	Coaching and Mentoring others	1	2	3	4	5			
	Effective & timely communication	1	2	3	4	5			

Rating Scale:

1 – No useable skill – totally new area

2 – Some knowledge of this area – but not able to put knowledge effectively into practice

3 – Knowledgeable and able to show some expertise, but still feeling like there is plenty to learn to be a leader

4 – Skilled and knowledgeable, able to show leadership and expertise, but still open to learning from others along the way

5 - Expert enough to effectively teach and lead others in this specific capacity.