



COMPETITIVE SOLUTIONS, INC.

Boggan & VerSteeg



LEAVING YOUR
LEADERSHIP
LEGACY™

Process **B**ased **L**eadership™

“Buried Alive – Digging Out of The Management Dumpster”

COMPETITIVE SOLUTIONS, INC.

1050 POWERS PLACE • ALPHARETTA, GA • 30004

PHONE: 770/667-9071 OR 800/246-8694 • FAX: 770/667-9020

E-MAIL: csi@competitive-solutions.net

AGENDA

- Introduction and Welcome
- Leadership Today
- Leadership Tomorrow
- Non-negotiable Processes
- Business Process Deployment

***ABOUT
COMPETITIVE
SOLUTIONS, INC.***



A Few of Our Clients...

Harley-Davidson Motor Company

Revlon

REVLON®

GlaxoSmithKline

Philip Morris USA



Michelin, NA

The Boeing Co.

Lockheed Martin

The Kroger Company





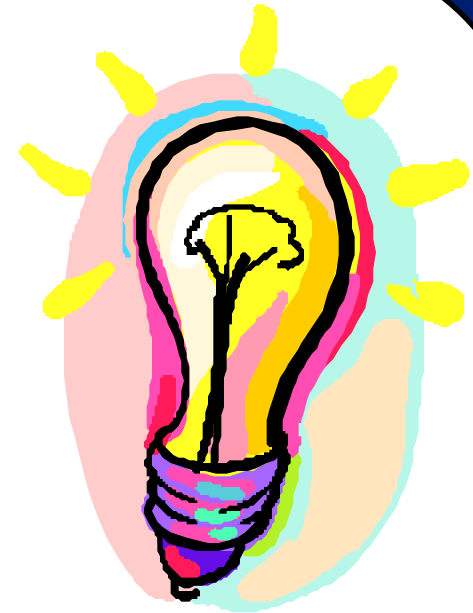
LEADERSHIP TODAY

Leadership Today...

- Current state: Many leaders operating as “Dumpsters” – More on our plates than ever before
- Current state: Many leaders “Managing by Personality” – Good intentions driving cultures of dependency, not accountability
- Current state: Leaders influencing through Proximity, Persuasion, and Presence
- Current state: Many leaders creating cultures of Selective Engagement verses Collective Accountability
- Current state: Often an ambiguous and nebulous culture with sporadic urgency, focus, and accountability driven by the crisis of the moment

Leadership Tomorrow...





NON-NEGOTIABLE PROCESSES

***Returning to Core Business
Systems***

Non-negotiable Processes

- **Process:** A series of actions or steps bringing about a consistent result

- Focus
- Urgency
- Accountability



Through processes that are both visible and auditable

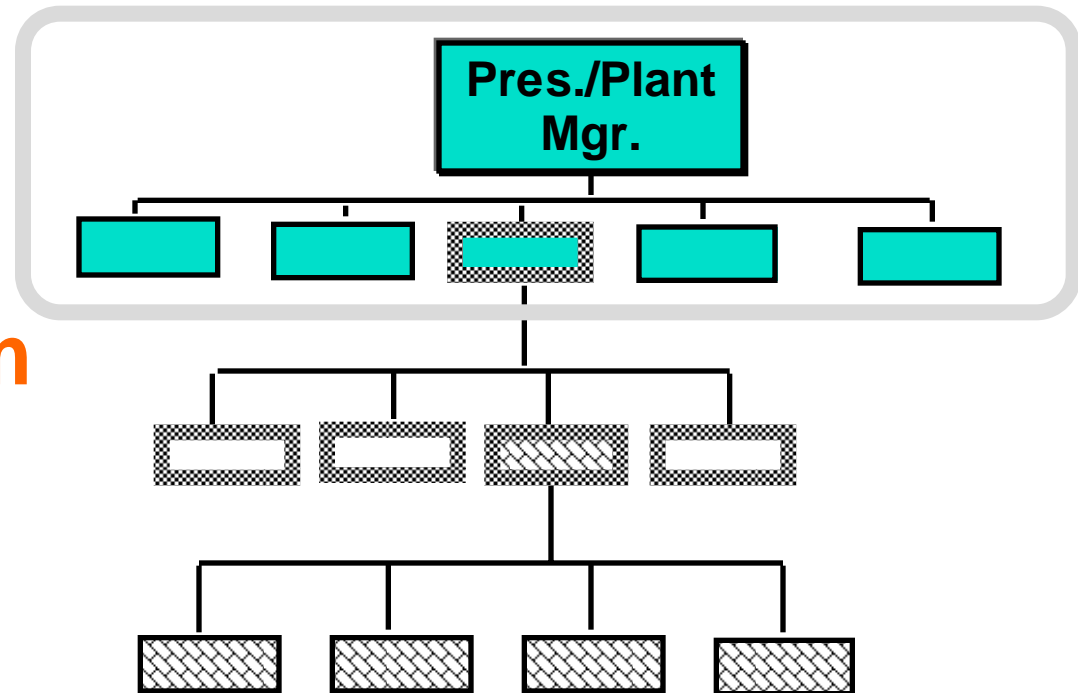
- **Non-negotiable Business Processes:** Minimum business processes all leaders and teams must perform to create and sustain focus, urgency and accountability
 - Key to driving clarity, consistency, and connectivity throughout our employees
 - Becomes the organizational operating system

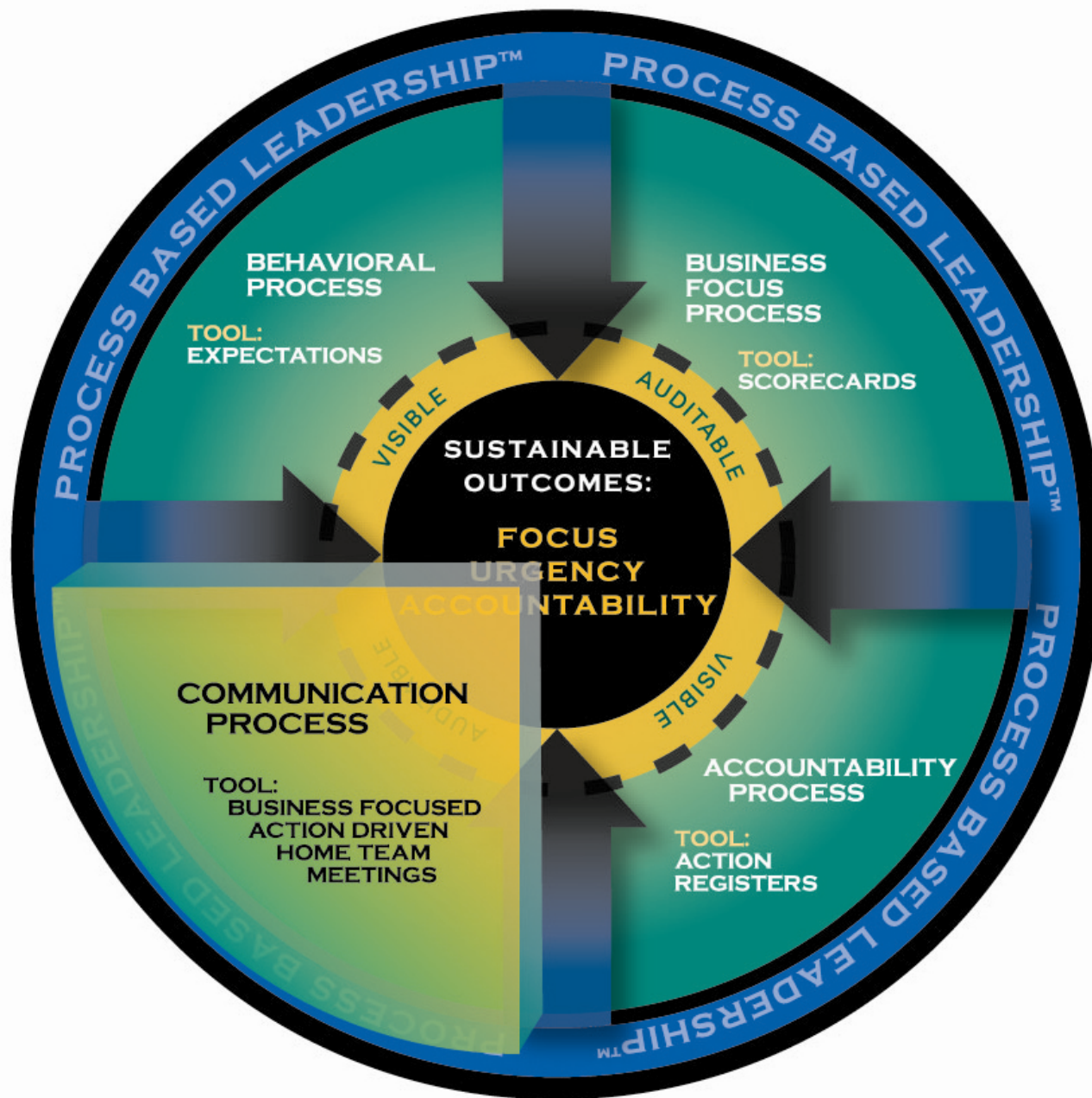
Non-Negotiable Processes



Non-negotiable Processes: Home Team Deployment

- **Primary Team**
- **Home Team**
- **Project Team**





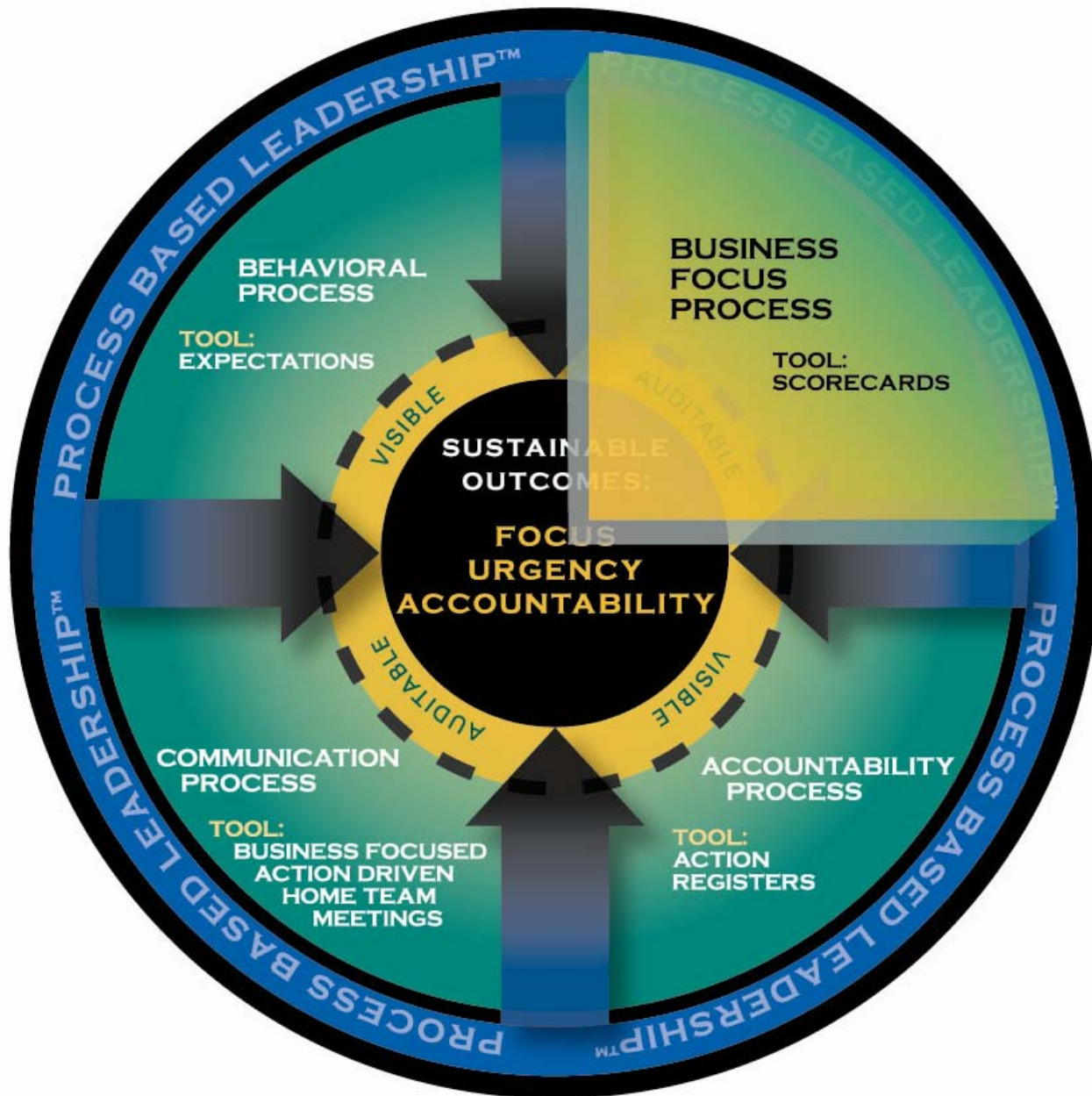
Non-negotiable Processes: **Communication Process**

Creation of a scorecard driven, accountability focused communication process that consistently drives the urgency throughout the organization

Agenda:

- I. Action Register Review**
- II. Scorecard Review**
- III. Around-the-table**
- IV. Recognition**
- V. Pass Up/Pass Down**
- VI. Action Register Review**
- VII. Meeting Audit**





BUSINESS SCORECARD PROCESS

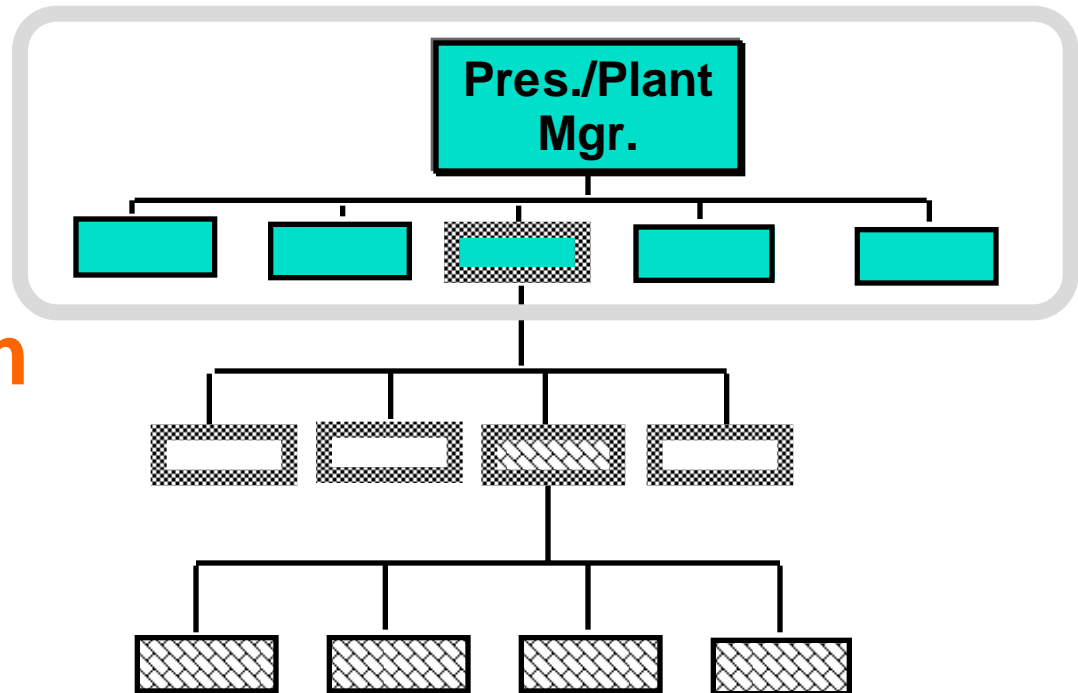
BUSINESS SCORECARD:

A simple and concise tracking tool designed to create a **common business language** throughout an organization.

KEY FOCUS AREA	SMART OBJECTIVES	TARGET	OWNER	TRACKING FREQUENCY						COMMENTS
				VISIBLE INDICATOR*						
				JAN	FEB	MAR	APR	MAY	JUN	
QUALITY										
SAFETY										
COST										
PRODUCTIVITY										
PEOPLE										
CUSTOMER SERVICE										

Non-negotiable Processes: Home Team Deployment

- **Primary Team**
- **Home Team**
- **Project Team**



Non-negotiable Processes: Business Scorecards

- Leadership team creates key focus areas and a standard format – No more than 15 goals per scorecard – Performance is color coded, **Red/Green** – Scorecard visually projected in meeting room so that it sets the tone
- All lower teams develop tactical scorecards to support the key focus areas
- Business scorecards are reviewed in every team meeting as a standard agenda process
- Team members utilize an action register to address scorecard performance issues
- Scorecards and action registers are distributed monthly to senior leadership for review

PBL ScoreCard - Mozilla Firefox

http://www.scorecarddemo.com/pblscorecard/action/main

Welcome, **ScoreCard Administrator**

September 2006

Monthly Fiscal 5-4-4 | September 2006 | Go

PBL ScoreCard™

Home | **Scorecard** | Reports | Admin

Process Based Leadership Corporate Scorecard

Scorecard | Action Register | Analysis | Overview | Notes

Print | Add to Home | Export

Process Based Leadership Corporate Scorecard														
ID	Objective	Target	Responsibility	Frequency For Review	January 2006	February 2006	March 2006	April 2006	May 2006	June 2006	July 2006	August 2006	September 2006	YTD Fiscal 2007
Financial														
1069	Increase Gross Revenue to 25000000 Per Month Gross Revenue	\$25,000,000	Pyecha, John	Monthly Fiscal 5-4-4	\$20,700,000	\$24,200,000	\$24,560,000	\$24,000,000	\$24,000,000	\$25,000,000	\$24,000,000	\$24,000,000	\$26,000,000	\$170,760,000
1070	Increase Profitability Operating Margin	25%	Pyecha, John	Monthly Fiscal 5-4-4	19.8%	90.64%	96.34%	89.4%	94.33%	23%	70.82%	22.1%	24%	46.46%
1071	Decrease Material Costs Monthly Material Costs to Gross Revenue Ratio	12	Pyecha, John	Monthly Fiscal 5-4-4	13.5	9.14	9.14	8.33	5.69	13	4.46	13	14	10.43
1072	Decrease Labor Costs Monthly Material Costs to Gross Revenue Ratio	27	Pyecha, John	Monthly Fiscal 5-4-4	27	2.72	2.72	0.12	1.25	29	7.83	28	28	18.53
Customer														
1073	Increase Repeat Business % of Orders from Existing Customers	70%	VerSteeg, Anna	Monthly Fiscal 5-4-4	58.5%	90.29%	78.03%	89.64%	74.45%	69%	97.47%	67%	69%	75.41%
1074	Increase Market Share % Share of Market	45%	VerSteeg, Anna	Monthly Fiscal 5-4-4	31.5%	91.92%	82.2%	68%	69.42%	43%	84.69%	44%	46%	56.25%
1075	Increase Quarterly Customer Satisfaction Rating Customer Satisfaction Rating	90	VerSteeg, Anna	Monthly Fiscal 5-4-4	72	4.7	4.7	1.58	1.69	87	8.04	87	83	55.79
Processes														
1076	Excel at Providing Customer Solutions Revenue from New Products	\$1,000,000	Yount, Shane	Monthly Fiscal 5-4-4	\$720,000	\$994,000	\$1,150,000	\$950,000	\$975,000	\$978,000	\$980,000	\$980,000	\$828,000	\$985,125
	Develop Mission Critical Integrated Information													

Done



ACCOUNTABILITY PROCESS:

ACTION	RESPONSIBILITY	TARGET	COMPLETE	COMMENTS

ACTION REGISTER:

An accountability tool designed to document critical tasks, ownership, responsibilities and target dates – **Brings visibility to accountability**

Non-negotiable Processes: ***Accountability Process***

- Designed to be used in the following manner:
 - Break the dumpster – *Personal Action Register – Tactical representation of empowerment*
 - Meeting effectiveness – *Elevates the expectations of engagement*
 - Scorecard performance enhancement – *Any red scorecard item must have a corrective action plan*
 - Performance management – *Provides data as a measurement of engagement*
 - Build trust – *Actions = Words*

Non-negotiable Process: Accountability Analysis

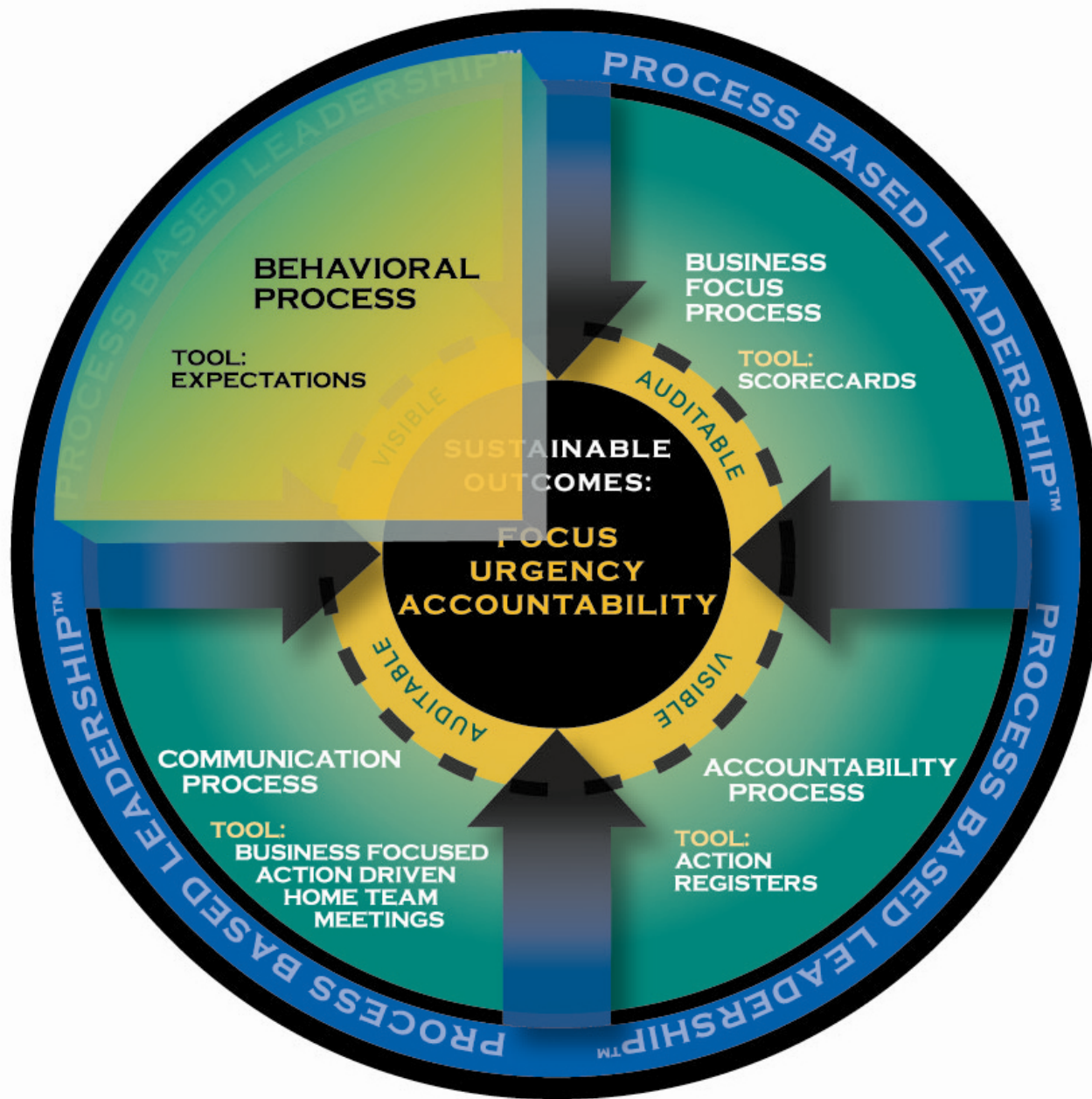
NAME	#of Actions Taken	# of Actions Completed	Value of Action to the Business
Shane	7	7	3.0
Anna	0	0	0
Debra	2	0	0
Adam	4	4	1.0
Patricia	0	0	0
Gwen	5	3	3.0
John	0	0	0
Seth	1	0	0
Linda	8	3	2.8

**Value
Key:**

1 – Low

2 – Med.

3 - High



Non-negotiable Processes: Behavioral Process

EXPECTATION PROCESS:

The visible and auditable process defining how each team member will demonstrate accountability, urgency and business focus



Non-negotiable Processes: Behavioral Process

- What does the leader expect of the team?
- What does the team expect of the leader?
- What do the team members expect of each other?
- What happens when these expectations are not being met?





BUSINESS HANDBOOK PROCESS

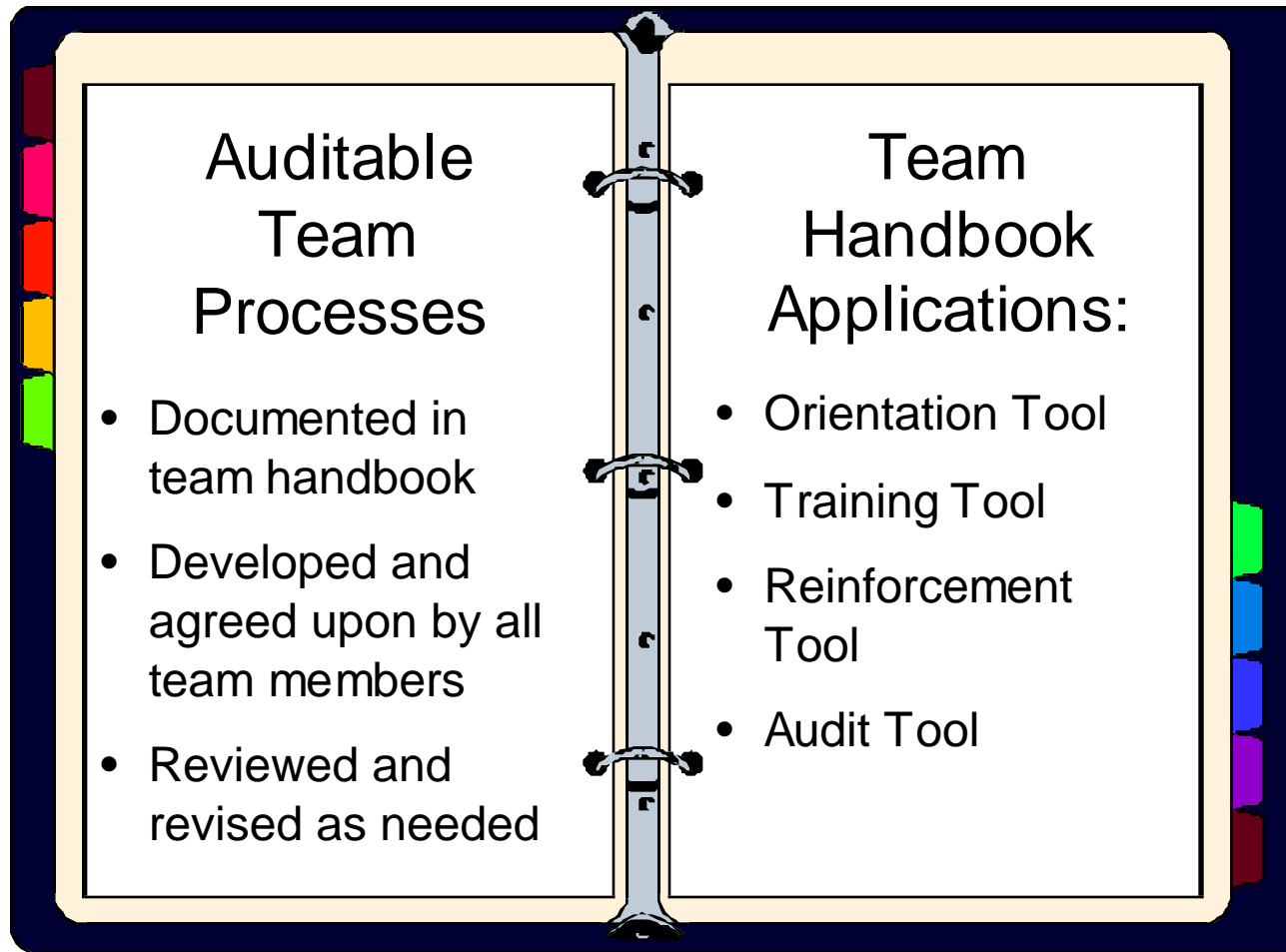
Non-negotiable Processes: Business Handbook Process

BUSINESS HANDBOOK PROCESS:

The centralized document that contains the team developed processes of how the home team will support the non-negotiable operating systems



Non-negotiable Processes: Business Handbook Process





BUSINESS PROCESS DEPLOYMENT

Conclusion ...



- Non-negotiable business processes elevate the expectations of the organization by driving accountability consistently throughout the organization
- Non-negotiables are applied organizationally and must be visible and auditable
- Non-negotiables become the operating systems that support business processes: In essence, “How we do business”
- Non-negotiable business processes create and sustain the following items:
 - A sense of urgency within the organization
 - A clear and concise business focus throughout the organization
 - Shared accountability driven consistently throughout the organization