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The Life's a Journey

- DC Hey Co.
- Alco Office Products
- IKON – Rikon – Ricoh
- Consulting
- Advising



LEADERSHIP VS. MANAGEMENT

Which is more important?

Management vs. Leadership

Over Managed

- ☐ Directional
- ☐ Process Driven
- ☐ Legalistic
- ☐ Org. Charts
- ☐ Meetings
- ☐ Memos
- ☐ E-Mails
- ☐ Policies Procedures
- ☐ Low Morale/Stress
- ☐ Top Performers Leave
- ☐ Profits?

Over Lead

- ☐ Lack of Structure
- ☐ Few Systems
- ☐ Independent Producers
- ☐ Flexibility
- ☐ Infrequent Meetings
- ☐ Low Accountability
- ☐ Lower Turnover
- ☐ Revenue Growth
- ☐ Impromptu Meetings
- ☐ Fun
- ☐ Profits?

Which is More Important?

- Neither is good or bad
- Companies are successful with either
- Companies and Teams -
Tend to gravitate towards one side or the other
- Companies that excel have a balance
(Loose/Tight)
- Which are you more comfortable with?
- Develop the other side
- You implement process with leadership

Management

- Control, development, and maximization of people, things, and money
- Control of Your: Teams, Values, Systems, Processes, Vision, Mission, Structure, Expectations
- Managers set the Outcomes
- People choose the Method (Empowerment)
- Activities are measured against predetermined and agreed upon goals (Accountability)

Leadership

- Leaders change things and make them better
- Three traits of great leaders
 1. Create or catch the **VISION**
 2. Guide/support their people to fulfill the **MISSION**
 3. Focus on the **GROWTH** of their people
- Appropriately bend the rules
- Personal Goals & Business Goals are met

Leadership vs. Management

- Managing is making sure you are doing things right
- Leadership is making sure you are doing the right things

Leaders Fail Forward

- Avoid the natural behavior of:
 - Surprise
 - Panic
 - Blame
- Problem solving
- Learn from the experience
- Handle risk

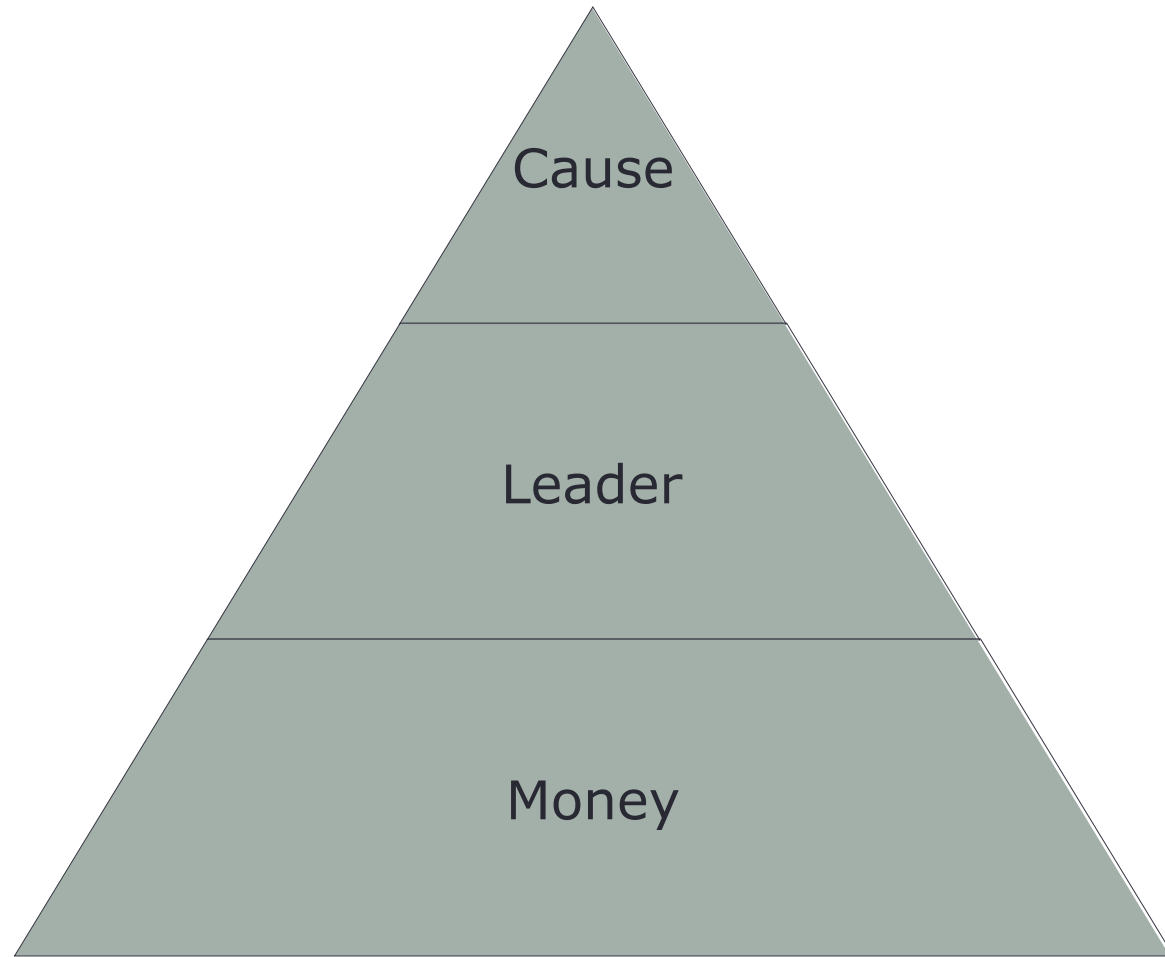
People/Client Game

- Technology is important
- Your success is more dependent on:
 - The quality of the relationships you have with you people
 - The quality of the relationships with your clients
- Understand and leverage technology
- Grow your people and your client relations
- Managers are the most important connection

The Purpose of Business

- Deliver Excellent Client Service
 - Lead, manage, and develop people
 - Establish a vision
 - Have a clear Mission
 - Create a high performing culture
-
- Making money is the outcome of doing these things well

Why People Work?



Perception vs. Reality

Source: Gallup Organization

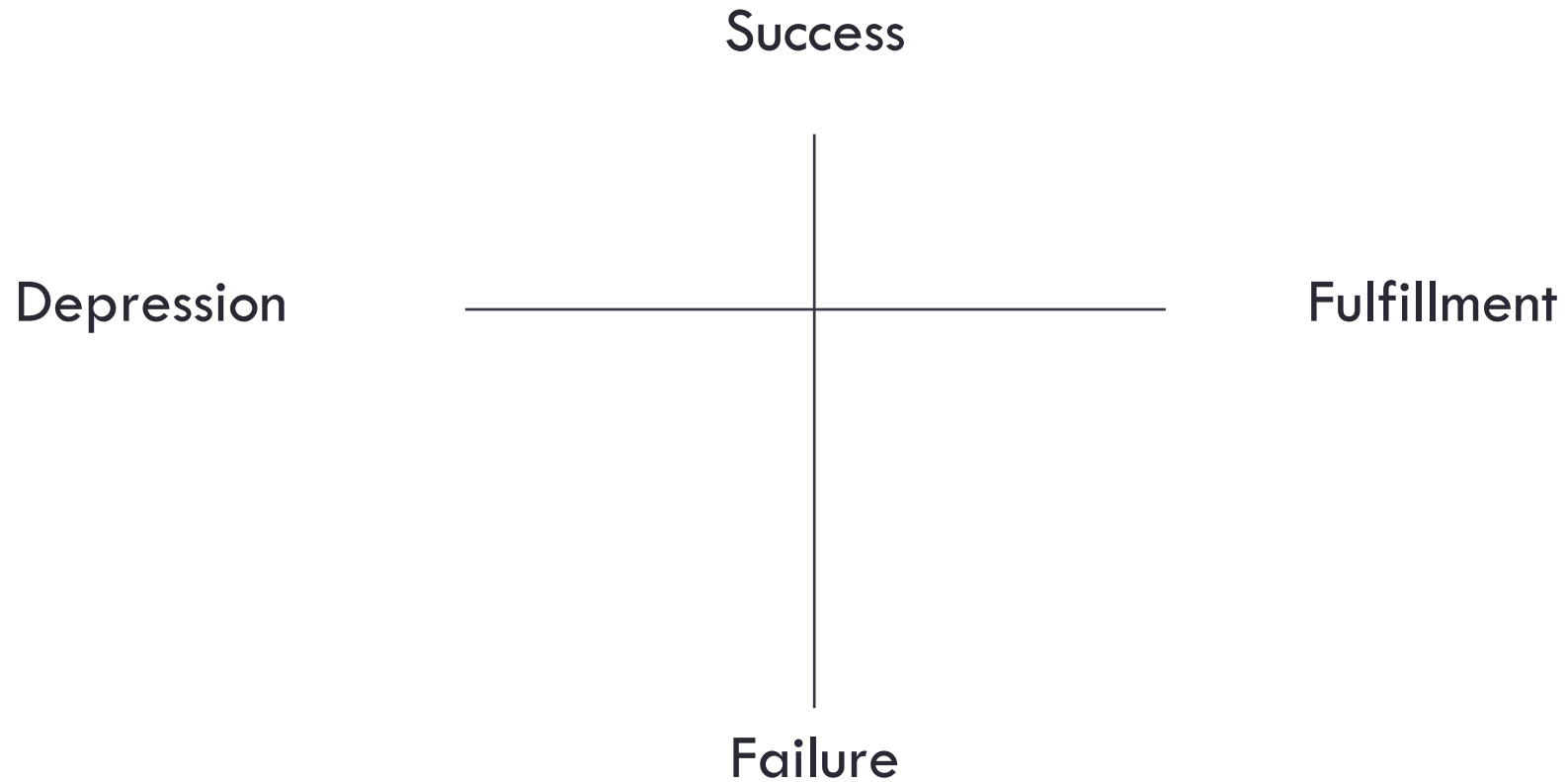
☐ Managers

1. Good pay
2. Job security
3. Growth
4. Good work conditions
5. Interesting work
6. Fair discipline
7. Loyalty
8. Appreciation
9. Personal help
10. Communication

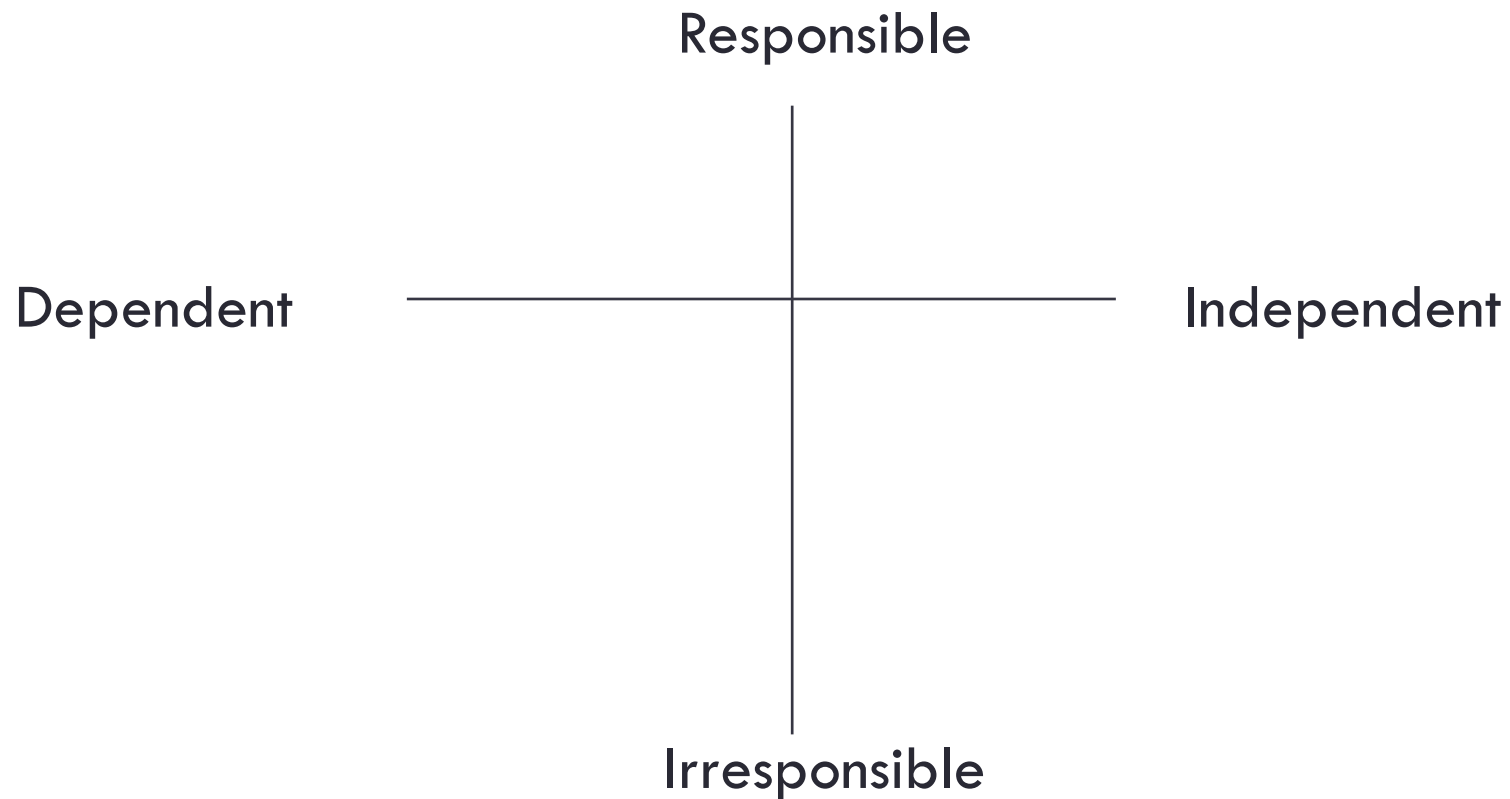
☐ Employees

1. Interesting work
2. Appreciation
3. Communication
4. Job security
5. Good pay
6. Growth
7. Good work conditions
8. Loyalty
9. Personal help
10. Fair Discipline

Building a Quality Company



Developing People



**THE PEOPLE WHO GOT YOU WHERE YOU ARE
ARE NOT NECESSARILY THE PEOPLE WHO ARE GOING TO
GET YOU WHERE YOU WANT TO GO**

**IF YOU CAN'T CHANGE THE PEOPLE
CHANGE THE PEOPLE**



The Ability to Change is not a Function of
Capacity

It's a Function of Choice

Strategic Thinking

- ☐ Vision
- ☐ Mission
- ☐ Culture
- ☐ Financial Model
- ☐ Accountability
- ☐ Leadership
- ☐ Where are we going?
- ☐ Values, Beliefs, (J/J)
- ☐ What's OK / Not OK
Every Day Behavior
- ☐ Keeping Score/
Sharing Information/
How We Make
Money
- ☐ Responsible and
Independent

What Managers Must Do Well

- Recruit
- Hire
- Train/Develop
- Manage
- Motivate



YOU

Take a look at this website

www.opportunityisnowhere.com



What did you see?

- What did your brain tell you?

www.opportunityisNOWhere.com



www.opportunityisNOWhere.com



www.opportunityisnowhere.com

- ☐ The brain is draw to negative.
 - ☐ Negative is contagious
 - ☐ Negative amplifies
- ☐ The brain moves away from growth.
- ☐ The brain loves delay
(later means maybe never).
- ☐ The brain is habit bound.



Your Biggest Barrier

YOU!

Human Nature

The Brain's Hard Wiring Tendencies

Your Old Habits

(They're in Control)

The Brain: Capable vs. Tendency

Capacity to:

- ☐ Dream
- ☐ Innovate
- ☐ Observe
- ☐ Remember
- ☐ Work Smarter
- ☐ Change / Grow
- ☐ Deliver
- ☐ Find Better Ways

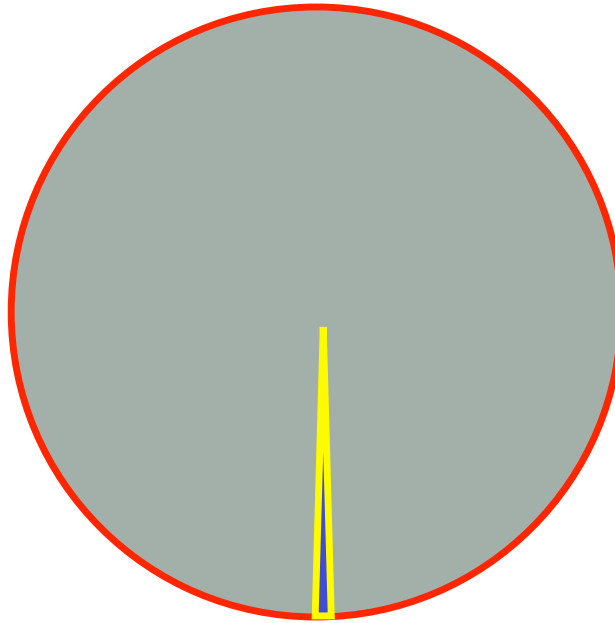
Hard Wired to:

- ☐ Drift
- ☐ Repeat
- ☐ Ignore
- ☐ Forget
- ☐ Work Harder
- ☐ Resist / Fall
- ☐ Delay
- ☐ Defend Old Routines

On average, what percentage of potential brain power does an individual develop and apply in a lifetime?



$1/100^{\text{th}}$ of 1 Percent




$1/10,000^{\text{th}}$

Several references: Winter, A., and Winter, R. Build Your Brain Power (New York: St. Martin's Press, 1996); Jaques, E. , and Cason, K. Human Capability: A Study of Individual Potential and its Application (Alexandria, VA: Cason Hall & Co., 1994); Sternberg, R.J. Successful Intelligence (New York: Simon & Schuster, 1996); Perkins, D.N. Outsmarting IQ: The Emerging Science of Learnable Intelligence (New York: Free Press, 1995).



Value/Minute

On average,
two minutes
per hour are used with
maximal focus.



*The brain is a wonderful organ;
it starts working the moment you
get up in the morning
and doesn't stop
until you get to work.*

Robert Frost 2nd U.S. Poet Laureate

Growth

Every Choice / Every Day

- ☐ We move toward growth or away from growth
- ☐ Growth must be chosen
(choice not capacity)
- ☐ The brain is always doing something
- ☐ Being busy tricks us into thinking
we're productive
- ☐ **Busy distracts** us from moving forward
and towards what matters most

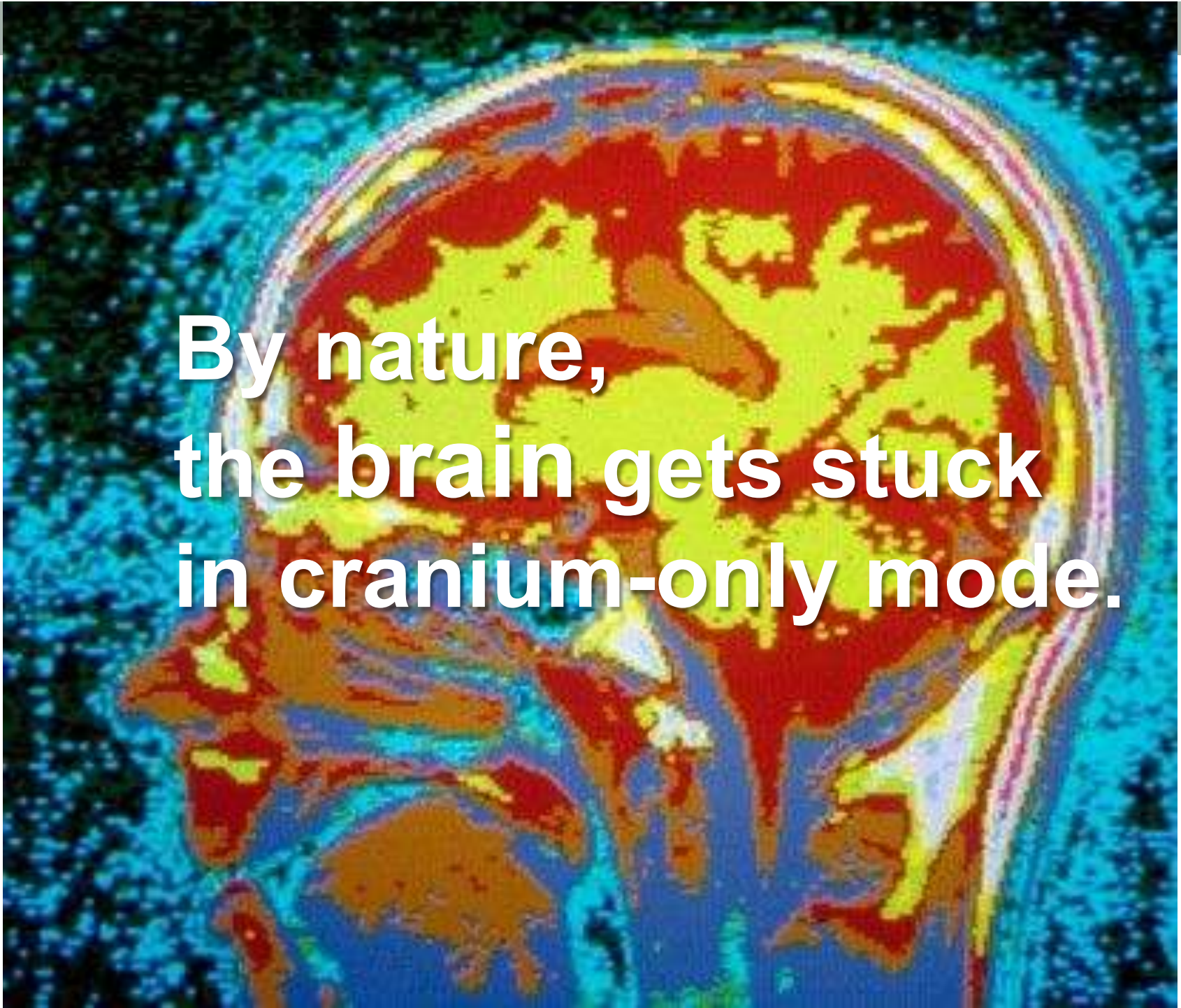
C.P.A.

- **Continuous Partial Attention**
 - Head down society
 - Distractions – They are everywhere
 - Buzzing, beeping, clicking, email, cell
 - Interruptions break our momentum
 - Loose momentum and you are in big trouble

Rules for Growth

- ☐ Build More / Run Less
- ☐ Care More / Carry Less
- ☐ Win More / Work Less
- ☐ Live More / Regret Less

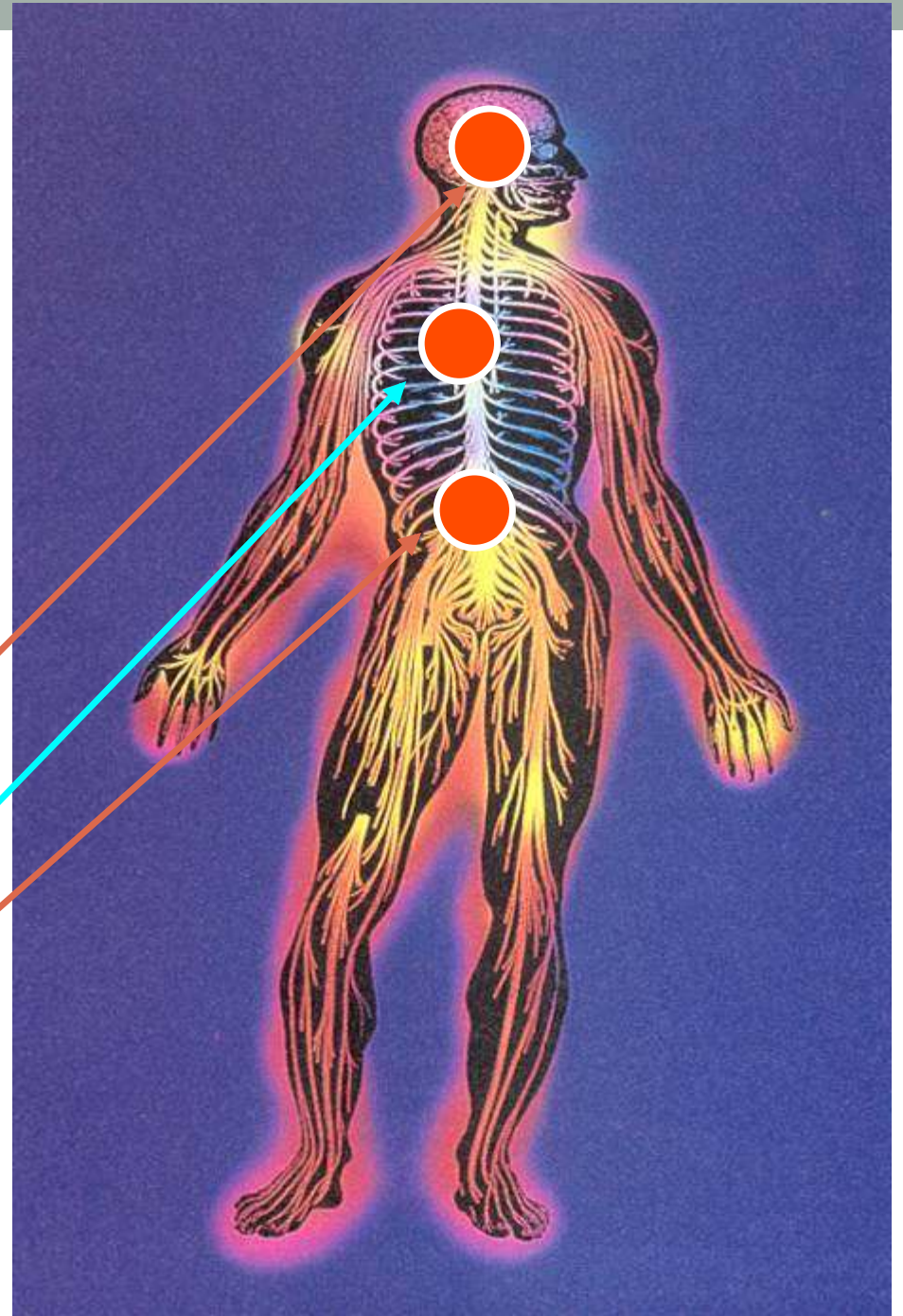
Regret steals the past/Fear steals the future



**By nature,
the brain gets stuck
in cranium-only mode.**

Use Your Brains, All of Them

3. Head
2. Heart
1. Gut

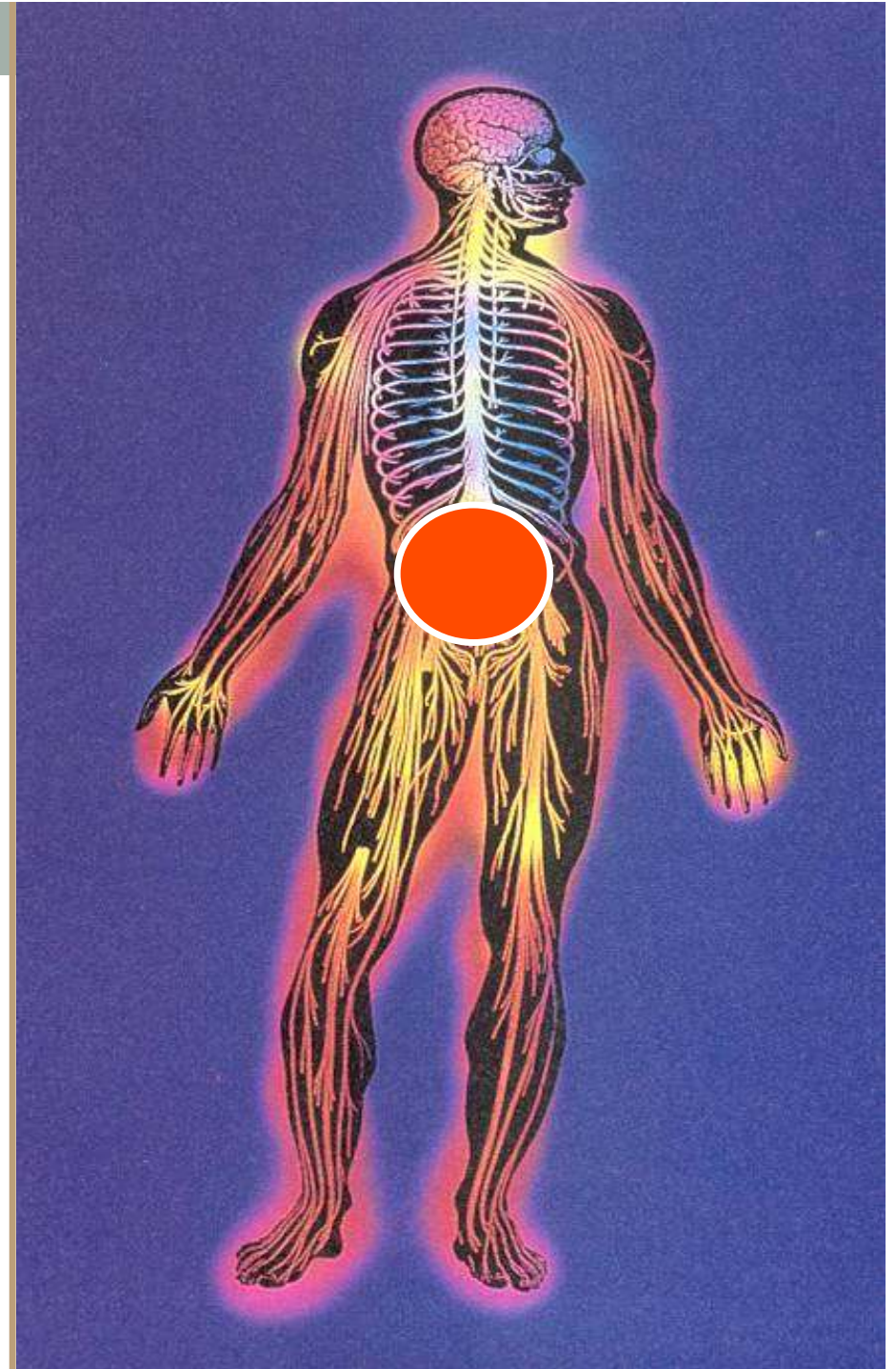


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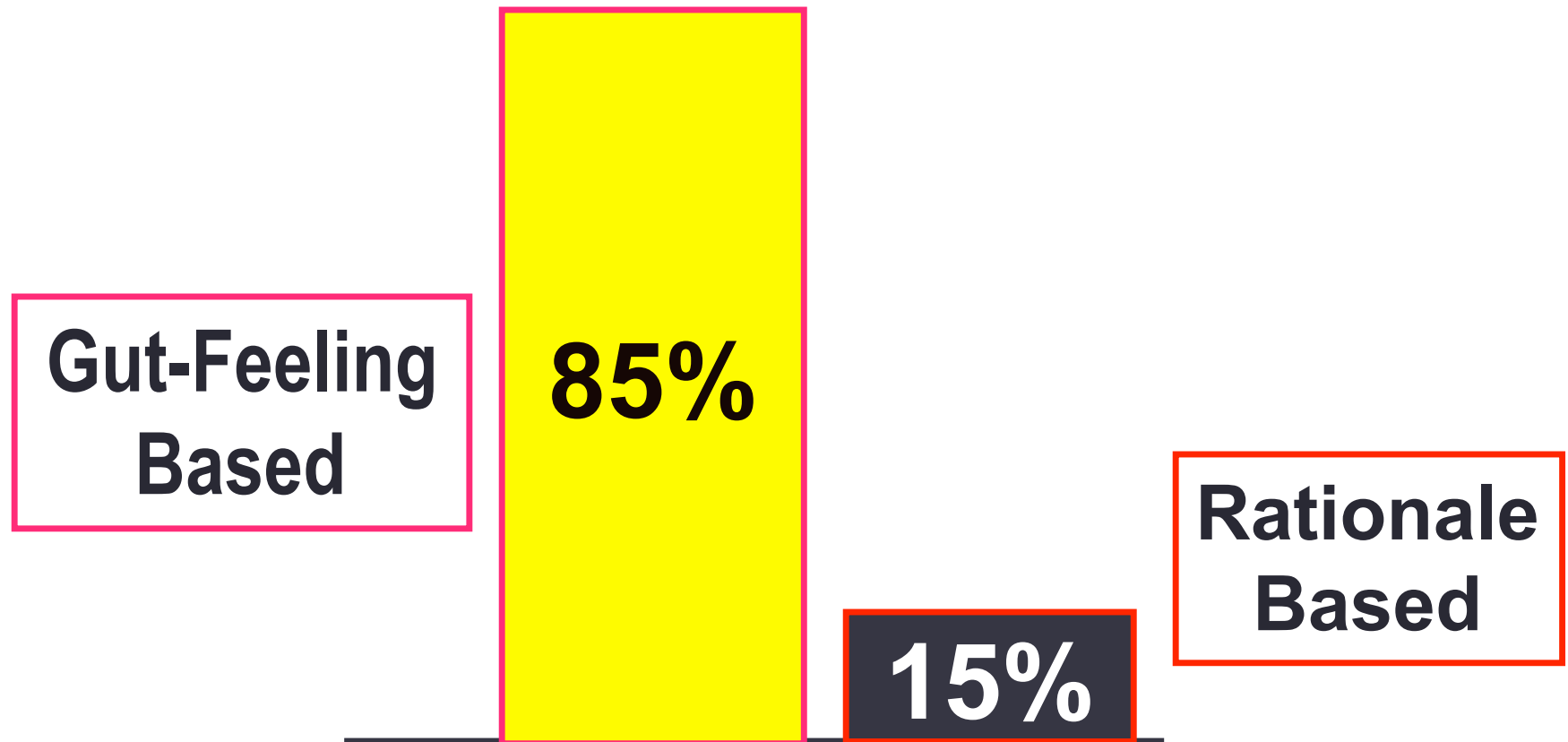
Brain 1: The Gut

- ENTERIC NERVOUS SYSTEM
- CALLED “SECOND BRAIN” BY GASTROENTEROLOGISTS.
- OVER 100 MILLION NEURONS.
- *UP TO 2 MILLION TIMES FASTER THAN INTELLECT.*

References: Gershon, M., Columbia U
College of Physicians & Surgeons,
The Second Brain (Simon & Schuster, 1999).



Leaders Review Origin of “Best Decisions”



Sources include: Rowan, Intuitive Manager (Little, Brown, 1986); Further insights by Perkins, Outsmarting IQ (Free Press, 1995); “The Dyslexic CEO,” *Fortune* (May 13, 2002)

2

Brain 2: The Heart

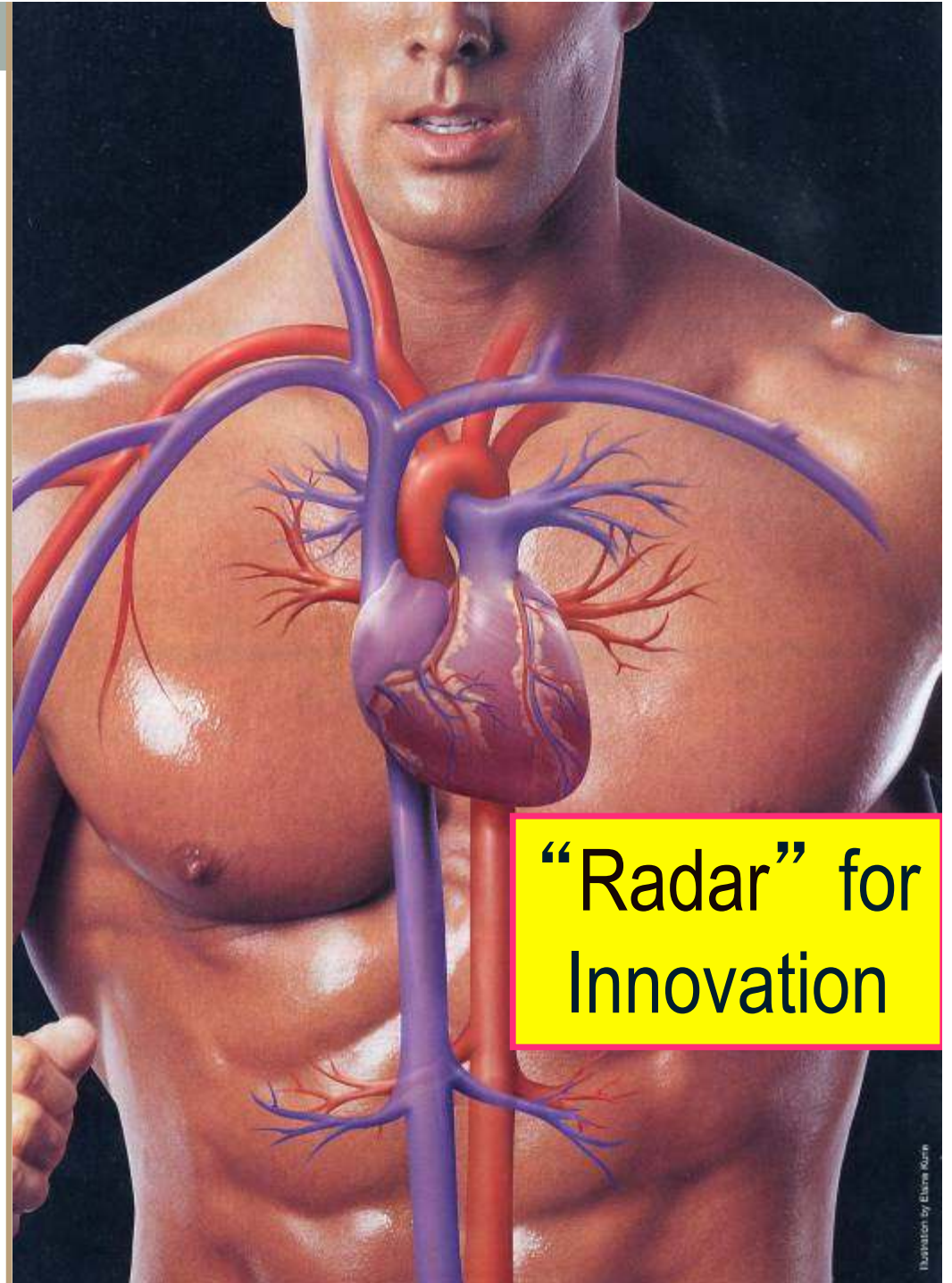
Neurocardiology:

40,000 Baroreceptors

5,000x Stronger EMF than Brain in
Head

*Up to 2 million times faster than
intellect*

References: Armour, J.A., and Ardell, J.L.
Neurocardiology, rev ed,
Oxford University Press, 2004).



“Radar” for
Innovation

Leadership Mechanism

Deliberate Pause

At every important
challenge or opportunity:

What do my instincts say?

Are there any gaps here?

Any hidden breakthroughs?

What's next?

What's deeper?

What's more?



www.opportunityisNOWhere.com



Capturing the Opportunity

- Bring out your inner strengths
- **Use stories -**
to remember what's most important
- **Choose growth vs.**
drifting, delaying, defending
- **Use all three brains**
- **Focus vs. C.P.A. – stay out of the blur**

Success

- You can't shut yourself off from the demands and stress of the business
- You can use what little time you have to do the important things
- The secret of those few people who accomplish so much with so little apparent effort is:

PUTTING FIRST THINGS FIRST



The Question

Was this worth a piece of your life?

MANAGEMENT & LEADERSHIP



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www.strategicbusinessassoc.com