

Focused Leadership - B

Implementing Your Strategic Priorities

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Speakers List

- Session Organizer; Panelist: Christopher Toddy, AIA – Leadership Development Team, Chair, AIA National Small Firm Exchange (SFx) Committee
- Moderator: Jeffrey Pawlow – CEO and Managing Member, The Growth Partnership, LLC
- Panelist: Michael Lejong, AIA – Principal, MAHG Architecture, Inc.

Course / Learning Objectives

- Sift through competing priorities to identify primary, focused strategic goals.
- Turn common sense into common practice by identifying activities to break free of the status quo and implement strategic priorities.
- Identify leading and lagging measures of success, and then learn how to lead an accountable team in transformative action toward goals.
- Support the creation of future national-level AIA leadership topics by discussing your unique leadership challenges and needs.

What is Execution?

- Execution is the discipline of getting the most important things done.
- Execution is accomplished by:
 - Focusing on the “Wildly Important”
 - Thinking “New and Better”
 - Keeping Score
 - Establishing a Cadence of Accountability

Why Execution Break Down:

1

DON'T KNOW
THE GOAL

2

DON'T KNOW
WHAT TO DO
TO ACHIEVE
THE GOAL

3

DON'T
KEEP SCORE

4

ARE
NOT HELD
ACCOUNTABLE

Focus on the “Wildly Important”

The Power of Focus

Number of Goals	1-3	4-10	11-20
Goals Achieved With Excellence	1-3	1-2	0

The Power of Focus

- 1980
- 45+ business units
 - \$25.5 billion revenue

1981 **Newly appointed CEO Jack Welch announces General Electric will leave any business where they cannot hold either the leadership or 2nd place position.**

- 2000
- 12 business units
 - \$129.8 billion revenue
 - 40-fold increase in stock price
 - Outperformed S&P 500 by more than three times over

WIGs: Wildly Important Goals

WILDLY
IMPORTANT
GOALS
(WIGs)

pretty important
goals (PIGs)

- WIGs are our most leveraged goals. Goals that drive our vision, make all the difference, and that take us to a new level. Perhaps, failure to achieve these goals renders any of our other achievements inconsequential.
- PIGs are the enemy of WIGs. While important, they aren't vital to the success of our strategic vision.

WIG Builder

DO

- Specific and Clear
- Linked to Purpose
- Plain Language
- Bite-sized Chunks
- Measurable
- Deadline Driven

DON'T

- Broad / Vague
- Unclear Connection
- Gibberish
- Too Much to Swallow
- Unmeasurable
- No Time Frame

WIG Examples

- Management:
 - WIG: Improve the realization rate in our tax practice* from 87% to 91% by 12-31-15.
 - Result: \$765,000
- Expansion:
 - WIG: Increase cross-selling revenue from \$400,000 to \$1,000,000 within the existing key client base by 12-31-15.
 - Result: \$1,000,000

WIG Examples

- Acquisition:
 - WIG: Grow the Wholesale / Distribution Niche
 - Directly attract 6 new clients from the master prospect list by 12-31-15
 - Increase the number of inbound referrals from 2 to 6 by 12-31-15.
 - Result: \$800,000
- Retention:
 - WIG: 100% Key Client Loyalty:
 - Reduce key client defections from 7 instances to 0 in 2015;
 - Increase key client's average NPS score from 68 to 75 by 12-31-15.
 - Result: \$365,000 (Net improvement over 2014)

Think “New & Better” + Measure

You Must Be Crazy

Einstein's Definition of Insanity:

- Continuing to do things like they've always been done, but expecting a different result.

Growth: New & Better

Engagement Management

- Raise Rates
- Monthly Billing Meetings

Client Acquisition

- Niche Campaigns (Push)
- Thought-Leadership (Pull)
 - Industry Survey
 - LinkedIn
 - Nurture Articles
- Referral Tracking / Measurement

Client Expansion

- Client Visitation Program
- Client SpotLights

Client Retention

- NPS Survey + Follow Up
- Client Visit Program
- Client SpotLights
- More Sold Services

Measures

Lead Measures

- Are predictive of the goal being achieved;
- Are easy to quantify;
- Are easily influenced;
- Are generally tied to activity and / or effort.

Lag Measures

- Are driven by the lead measures;
- Are indicative of ultimate success;
- Are generally (but not always) tied to financial performance;
- Can only be influenced over time.

WIG: 100% Client Loyalty

New & Better

- 100% participation in client visitation program for key relationships;
- Client SpotLights performed on 20% of key client relationships;
- NPS surveys sent to 100% of major contacts for all key clients.
- Document all NPS follow-up conversations to identify service gaps.

Possible Lead Measures

- Develop database of key clients and related vital contacts;
- Number of monthly client visitations completed;
- Number of SpotLight meetings that are 1) scheduled, 2) delivered;
- NPS survey response rate;
- Number of NPS Survey follow-up meetings 1) scheduled, 2) conducted.

Keep Score

Keeping Score

- People don't believe you're serious until you start keeping score;
- What if we played football like we manage our practice?
- Keeping score influences behavior.

Compelling Scoreboards

A great scoreboard is:

- **Visible:** It is located where everyone can see it.
- **Visual:** It displays the lead measures.
- **Engaging:** It attracts and holds attention.
- **Doable:** It is easy to administer.
- **Concise:** It contains specifics such as “from what”, “to what”, and “by when.”



Welcome Jeff



MY DASHBOARD

MY 36 CRoPs C R P

CLIENT SURVEYS

MY FIRM

CONTACTS

TASKS 3

PIPELINE

REFERRALS

EMAILED NOTES

THOUGHT LEADERSHIP

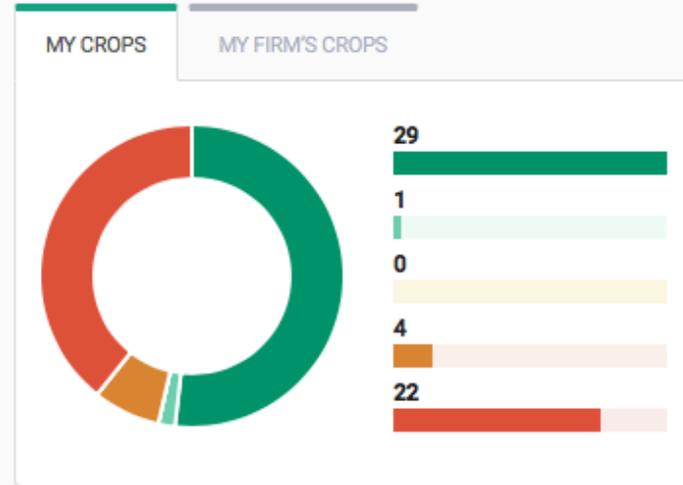
CONTENT LIBRARY

TOOLS & RESOURCES

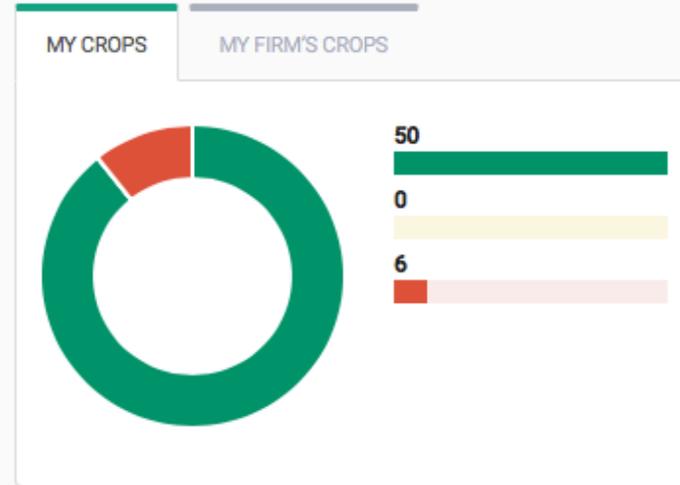
LATEST ACTIVITY

TRASH CAN

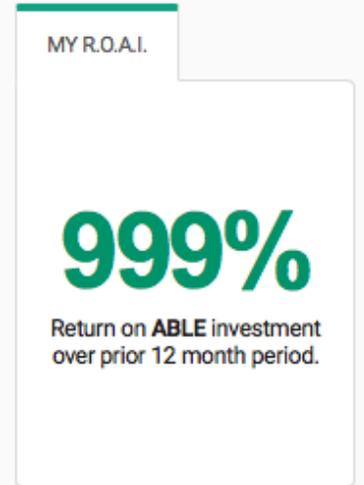
Growth Dashboards



Nurture Dashboards



% R.O.A.I.

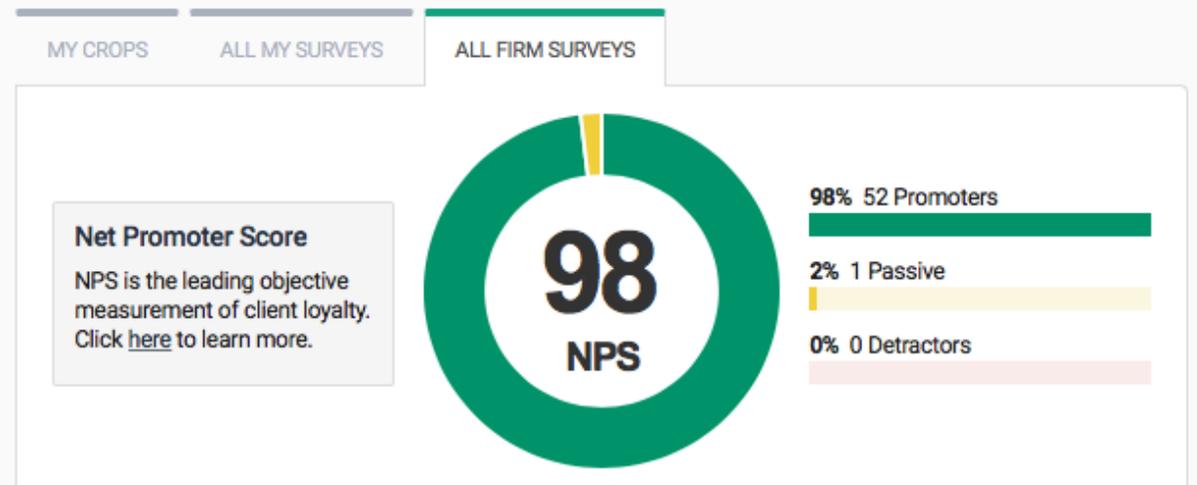


\$ Growth Pipeline

MY PIPELINE | MY FIRM PIPELINE

Status	Deals	Worth
Pending	23	\$480,850
Won	17	\$362,550
Lost	8	\$185,500

★ Client Loyalty



Maintain a Cadence of Accountability

Translate Goals into Action

- Great teams create a cadence of accountability around their Wildly Important Goals



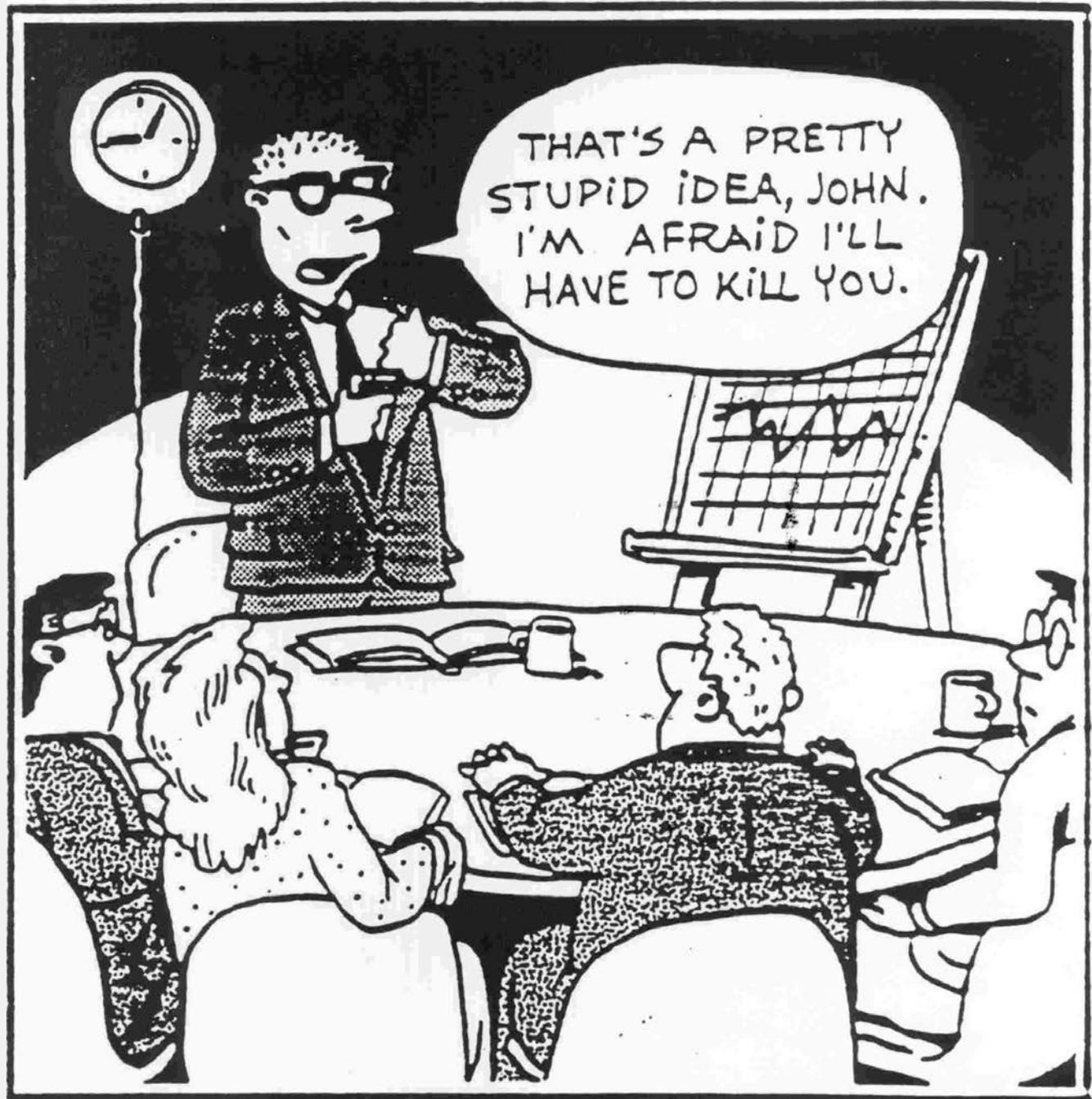
Translate Goals into Action

Weekly

- The “Anti-Meeting”
 - Don’t sit down;
 - 10-15 minutes max;
 - Report on commitments
 - What I said I would do;
 - What I did;
 - What I’ll do this week.
 - Catch as catch can.

Every Other Month

- Full WIG Meeting
 - Report on Commitments
 - Review Scoreboards
 - Clear the Path



If It Is All Just Too Hard....

“The nicest thing about not planning is that failure comes as a complete surprise rather than being preceded by a period of worry, regret and depression.”



—Sir John Harvey-Jones

Developing Your Future Leaders

A discussion about a practical approach to leadership development.

Thank you!