

Walk the Talk

Radio for Agile Minds

<p>Shelley</p>	<p>It's that time of the month when we welcome Nick Anderson to the studio.</p> <p>Nick is Senior Partner for Professional Development Services – The PDS Group</p> <p>Affiliated with ROCG Business Transition Specialists. Over the last 20 years Nick has helped many house hold names like Turner Construction, Qwest Telecommunications and Royal Bank of Canada to impact bottom-line results through changing people's alignment within their organization, with their customer's and their partners.</p> <p>Each month Nick chooses a topic related to the business world in West Michigan focusing on the transitions this economy is going through</p> <p>Welcome....What have you chose for us this month?</p>
<p>Nick</p>	<p>Many of our listeners will be scratching their heads after a month of turbulence thinking...</p> <p>"Now what!"</p> <p>I am not going to rehash these events...it's too depressing anyway...but what has changed?</p> <p>Nothing and everything...we still have to compete but now its even more important to ask</p>

	<p>“If we’re that good how come we aren’t winning more business?”</p> <p>If last month has value for learning it’s this</p> <p>“Global” Bad news travels in mili seconds. In fact you can send a message to yourself around the world in 17 mlps</p>
Shelley	How do see this impacting us in West Micihgan?
NICK	<p>Its time to stand back and look ahead, - sort of health check.</p> <p>Doesn’t cover all aspects of “WHY” but a crucial piece when you and competitors have similar mouse traps</p> <p>Last month should “UP” everyone’s view of what it means to be <i>The Best. It’s time to build</i> competitive competencies to:</p> <ul style="list-style-type: none"> • develop models for sustainable growth • build processes with competitive immunity (being less <i>predictable</i>—confusing the competition) • develop accelerated learning cycles • identify and address emerging needs of their customers <i>before</i> the competition does • find avenues to partner with <i>The Best</i>, whether it be customers, suppliers, consultants, or other industry leaders • attract and retain the best talent
SHELLY	What sorts of response do think many will have

	<p>to this message?</p>
<p>NICK</p>	<p>Ignoredismiss</p> <p>Unfortunately, most organizations facing such challenges respond by:</p> <p>“Doing more of the same and expecting a different outcome”</p> <p>Many managers I meet have expectations that are legacies of past success, competencies that served so well in the past fall short of the competencies essential to succeed today.</p> <p><i>Corporate Insanity!</i> If nothing changes people will continue to perform in the same way trusting that results will somehow be different.</p> <p>For companies to survive and change have to cope with the tension between the burst of energy to overcome needed to overcome the natural inertia in their change flywheel with the ever shorter pressure of meeting aggressive targets. Therefore change has to be more intense and generate momentum.</p> <p>WHITE NOISE</p> <p>The core is creating a climate for leaders to communicate with focus, intensity, frequency to be successful in today’s rough seas</p> <p>Aligning language, behavior, management and coaching with the goals and aspirations of the</p>

	<p>business to develop competitive distinction</p> <ul style="list-style-type: none"> ➤ If its not related to success ➤ If you can't measure it ➤ If it can't be improved -FORGET IT! <p>Too often we have lost sight of the reason we have sales forces. They are not just an inter-face with the customer or human story board for the marketers to portray ideas?</p> <p>They exist to engage and be competent in proactive influencing – any thing else is a distraction!</p> <p>It is only by these that we can enable clients to:</p> <ul style="list-style-type: none"> • Delight their customers • Confuse their competitors • Excite the people
<p>Shelly</p>	<p>What sort of things do you see that shows companies lack focus?</p>
<p>NICK</p>	<p>Poor synchronization would be a good place to start. For example, many listeners will have experienced their companies No 1 product get commoditized – Now everyone can do what only a few could do before.</p> <p>Ok...so someone says..."we need to diversify...be innovative"</p> <p>"We make these parts for auto makers...let's see who else wants to buy them..."</p> <p>No. not diversification</p> <p>Confusing communication with gaining understanding</p>

	<p>Manager lag behind their people’s needs for coaching</p> <p>“The definition of madness..Einstein...doing the same things repeatedly and expecting different results”</p>
SHELLY	<p>So, How do overcome this inertia?</p>
Nick	<p>We start from Outcomes, Process, Behaviors, Evidences, Competency tools</p> <p>Three basic questions:</p> <p>Exciting your people – How well are you enabling people to be effective?</p> <p>Developing leaders and product champions to take up new migration routes to developing customer value and competitive differentiation</p> <p>Delighting Your Customer - Are you really meeting customer changing values?</p> <p>As products mature value changes – how well are you tracking the value maturation process in your customers?</p> <p>Confusing Your Competition – Who’s more predictable – you or your competition?</p> <p>We have expectations of our competitors and we assume they have expectation us.</p>

	<p style="text-align: center;">“Losing the Legacy”</p> <p style="text-align: center;">Everything said & done in whatever place leaves footprints...</p> <p style="text-align: center;">You can pave trails ... and whine about them walking on the grass</p> <p style="text-align: center;">Celebrate their walking on the grass ... and pave <i>their</i> new trails</p>
<p>Shelly</p>	<p>Having got to this point, what do you find are the challenges to get people to embrace change?</p>
<p>Nick</p>	<p>“Are you preoccupied with fixing the old, rather than doing new things and fixing them as you go along?”</p> <p>People say things like</p> <ul style="list-style-type: none"> • <i>“That’s not what I meant”</i> • <i>“That's not what I asked for!”</i> • <i>“They don't seem to do anything...”</i> • <i>“Why do they always interfere?”</i> • <i>“They never let us know in time”</i> <p style="text-align: center;">Sound familiar?</p> <p>Think of change as a flywheel – difficult to get started but once you have sufficient momentum it takes far less effort to keep up the speed.</p> <p>AiEx™ helps individuals and groups develop more specific, objective and measurable ways of working together. It is a process in which people can assess the alignment and quality of important working</p>

	<p>relationships to bring improvements quickly.</p> <p>AIEx™ stimulates people to assess whether performance expectations of others to ensure they are aligned and reciprocated. AIEx™ sets up performance discussions between groups and/or individuals to examine expectations and assumptions with regard to a plan, project or strategy. AIEx™ then helps people agree or validate performance contracts and the criteria against which they will be measured. It also forces people to consider the redundancy of those expectations and assumptions. Lastly, it helps identify issues that cannot be agreed or decided upon.</p>
<p>Shelly</p>	<p>What do you find the most traction in such alignment work?</p>
<p>Nick</p>	<p>Driving Dialogue & Measuring Performance</p> <p>These performance discussions lead to:</p> <ul style="list-style-type: none"> ➤ Closing gaps between expectations and assumptions ➤ Converting assumptions into measurable performance criteria ➤ Discarding those expectations and assumptions which are too general and therefore difficult to measure <p>Discarding those expectations and assumptions which are often “legacies” of out-moded strategy and culture</p> <p>Aligning Expectations & Assumptions</p> <p>So important for effective competition that we cannot afford to take it "for granted"</p>

	<p>We need to assess expectations to ensure they are aligned with our assumptions in terms of their strategic relevance, specificity and measurability so that everyone knows exactly</p> <ul style="list-style-type: none"> ➤ What is expected of them ➤ How their performance is really measured ➤ What they can stop doing ➤ What they need to focus on ➤ What information and resources can be used to achieve their goals ➤ How they are going to be supported and coached <p>Aligning expectations and assumptions people hold of one another and helps:</p> <ul style="list-style-type: none"> ➤ Convert them into more effective and measurable performance criteria, ➤ Remove distractions to bring more focus to important working relationships ➤ Identify issues which need to be resolved, often by senior management
<p>Shelly</p>	
<p>Nick</p>	<p>Rebalancing Priorities</p> <p>Our goal is to reduce <i>not</i> add to people's overcrowded thinking & overworked minds. So we need to:</p> <ul style="list-style-type: none"> • Focus on those activities which promote proactive influence of customers (selling) from other distractions. Bringing focus through letting go of old paradigms, customs and traditions. The release from madness:

“Doing the same things repeatedly and expecting different results”

Flowchart here

Clarifying Roles – How well are your sales & management roles aligned?

Sales Relationship Analysis (SRA)

If sales people have expectations that are matched with their managers and others assumptions, they can be still unproductive and misaligned with the Corporate Channel Strategy

Graph here

Accelerating Competitively – What’s slowing you down competitively?

Distraction or loss of focus could be illuminated by using a “Think, Do, Fix” point of view as a short hand for the extent to which a sales organization is:

- Responsive
- Flexible
- Competitively distinctive

Your sales process needs to **“think,”** of course, but too much thinking can be frustrating, boring, tedious and downright unproductive.

“Doing” is great, but if no thought precedes the “doing,” then we end up doing either the wrong

	<p>things, or things over-and-over again.</p> <p>Obviously, too much “Fixing” indicates “NO LEARNING! But . . . too little FIXING indicates madness . . . you end up doing the same things and expecting different results! Sound familiar?</p> <p>THINK, DO, FIX Comparison SLIDE</p> <p>What is likely to happen if this condition is sustained?</p> <p>The Sales Force becomes increasingly vulnerable competitively. No fixing means little review, little feedback and little effective coaching.</p> <p>Speeding up the process increases sales revenues and sales competencies. In other words, we ask the question;</p> <p>“Are we spending the right amount of time “thinking, doing and fixing?”</p>
<p>Shelley</p>	<p>Tip of the month</p>
<p>Nick</p>	<p>Alignment of people for change is pervasive, what worked yesterday, which produced profits and good jobs does not always hold good. We lost 400K job in last 6 years.</p> <p>So, if you are getting ready or are already in changing to respond to your market, your competition, the economy ask yourself</p> <p>1, What are the key components that people have to be really aligned?</p> <p>2. What do you want them to continue doing?</p>



	<p>3. What do you want them to stop doing?</p> <p>4. What do you want them to continue doing?</p> <p>Head scratching.....</p>
--	---