

# Creating Platforms for Transformation

*Leading to Raise the Tide*

*July 20, 2023*



# 40 Minutes to Impact

## *Presentation Landscape*

- **Personal Bias & Curated Perspectives**
- **The “Innovators” Reality**
  - Hard Facts & Insights
  - Cultivating a Growth-Oriented, Innovative Ecosystem
- **The “Investor’s” (Funder’s) Mindset**
  - What Experts Have to Say
  - Achieving Meaningful Growth
- **Creating a Platform for Growth<sup>sm</sup>**
  - Key Components for Growth
  - DNA of High Performing Leaders & Teams
  - Prioritizing Focus & Alignment to Drive Transformation
- **Q & A**



# Personal Bias

*Impacts on Today's Perspective*



FORTUNE  
500

Inc.  
500



CHORUS®  
CREATING PLATFORMS FOR GROWTH™





# Curated Perspectives

## Executive Views



**Bob McDonald, MD, MBA**



**Mark Pacala, MBA**



**Gen. Worthe Holt, Jr., MD**



**Greg Enas, PhD**



**John Vice, RETIRED**

# The “Innovator’s” Reality

## *Hard Facts & Insights*

### *80% in R & D funnel will never see light of day*

- In Pharma world, 10,000 molecules to get 1
- Dr. McDonald –
  - “**The hardest part of R & D is the &**” (on recounting many scientists/inventors, “**Never met a molecule they didn’t like.**”)
  - “Somebody must kill-off the others.”
- Natural tension between, “what is research” and “what is development”
- To achieve success, can’t stay in research too long

### *9 out of 10 new start-ups don’t make it*

#### *VC Firm Perspective:*

- Successful inventor when asked “**What was the secret of success?**”
  - Answer: “**Pure dumb luck.**”
  - “**I’m a believer you create your own luck.**” – Mark Pacala
- Be strategic on increasing your odds
- “**If you can figure out the labor side of the business – it’s a major strategic advantage.**” – Mark Pacala
- Celebrate the wins

# Cultivating an Innovative Ecosystem

## *Leveraging the Entrepreneurial Spirit*

*Entrepreneurs & Intrapreneurs have a lot in common – both require similar combination of traits to be successful*

- Goal oriented
- Self-starter
- Motivated to keep growing
- A challenge seeker
- A problem solver
- Curios
- Passionate about what they do

**Widely accepted that Intrapreneurs boost employee engagement**

- 15% of a company's staff members report feeling engaged in their work
- That means 85% are going through the motions until a better opportunity like retirement comes along





# Cultivating an Innovative Ecosystem

## *Leveraging the Entrepreneurial Spirit*

**Southwest**®

**Flight attendant Marty Cobbs  
ad-libbed a few lines**

*"Put the oxygen mask on yourself first, and then place it on your child. If you're traveling with more than one child, start with the one with the greatest earning potential."*

*"In the event you haven't been in an automobile since 1960, our flight attendants will now show you how to fasten a seatbelt."*

### *Cashing in on Humor*

**It's estimated that Southwest Airlines' safety announcements are worth \$140M a year in increased customer loyalty.**

*The Power of Entrepreneurship  
in the Employee Ranks*

**Prime now generates over \$19B  
a year in subscriptions.**



**Engineer Charlie Ward submitted his idea to offer exclusive shipping as part of an annual membership.**



# The Investor's (Funder's) Mindset/Priorities

## *What the Experts Said*

- **Prioritize an emphasis on human capital**
  - Hire a strong management team (especially top leader)
  - Face the harsh reality of what skills are needed for success
  - Private equity and venture capital people, base final decision on, “Do I believe this leader will be successful?” (Many private equity firms do assessments on the leader(s))
  - Buyers pick companies to buy based on the leader and whether or not they will be successful (of course the product and financial success are critical)
- **Develop good strategy**
  - Focus on a few priorities
  - Differentiate to ensure competitive advantage
- **Build great product and distribution systems – Fixated on your customer that drives growth**
  - What does the customer expect?
  - How do we develop an infrastructure to meet or exceed the customer's needs?





# Creating a Platform for Growth<sup>sm</sup>

## *Key Components for Growth*



Measuring **Executive Fitness** is a critical component in identifying strengths and gaps to maximize executive performance

Understanding a team's strengths and gaps while developing a common language, aids in maximizing **Team Capacity**

Managing the company to a common **Vision** and **Plan** maximizes results

*Aligning a company's **leaders** and **teams** with a **disciplined business strategy** creates extraordinary results*



# Key Components for Growth

## *Leadership Excellence*

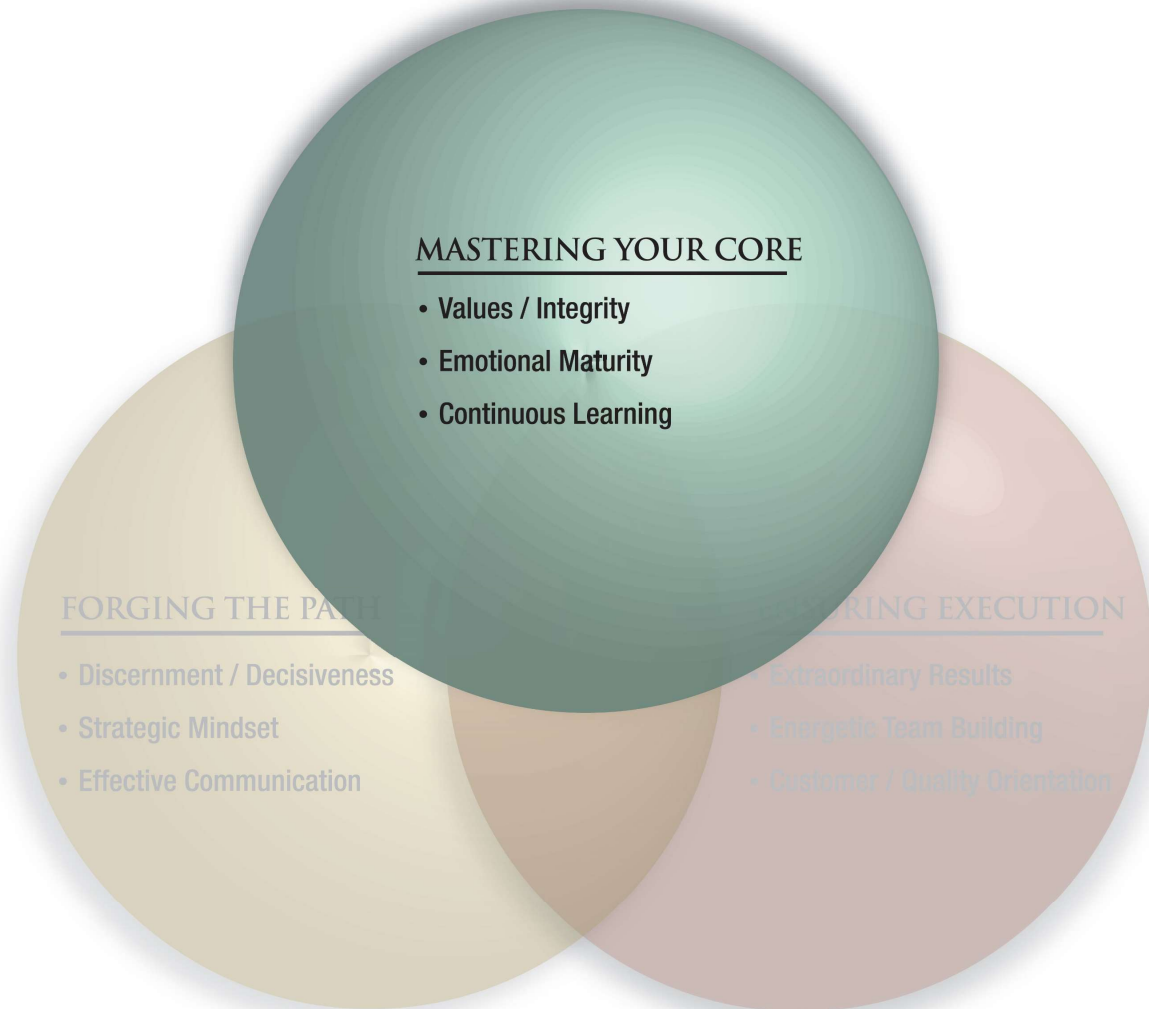
- Multi-year research study
- Nine competencies consistently found in top leaders
- Three fundamentals of leadership



# Key Components for Growth

## *Mastering Your Core*

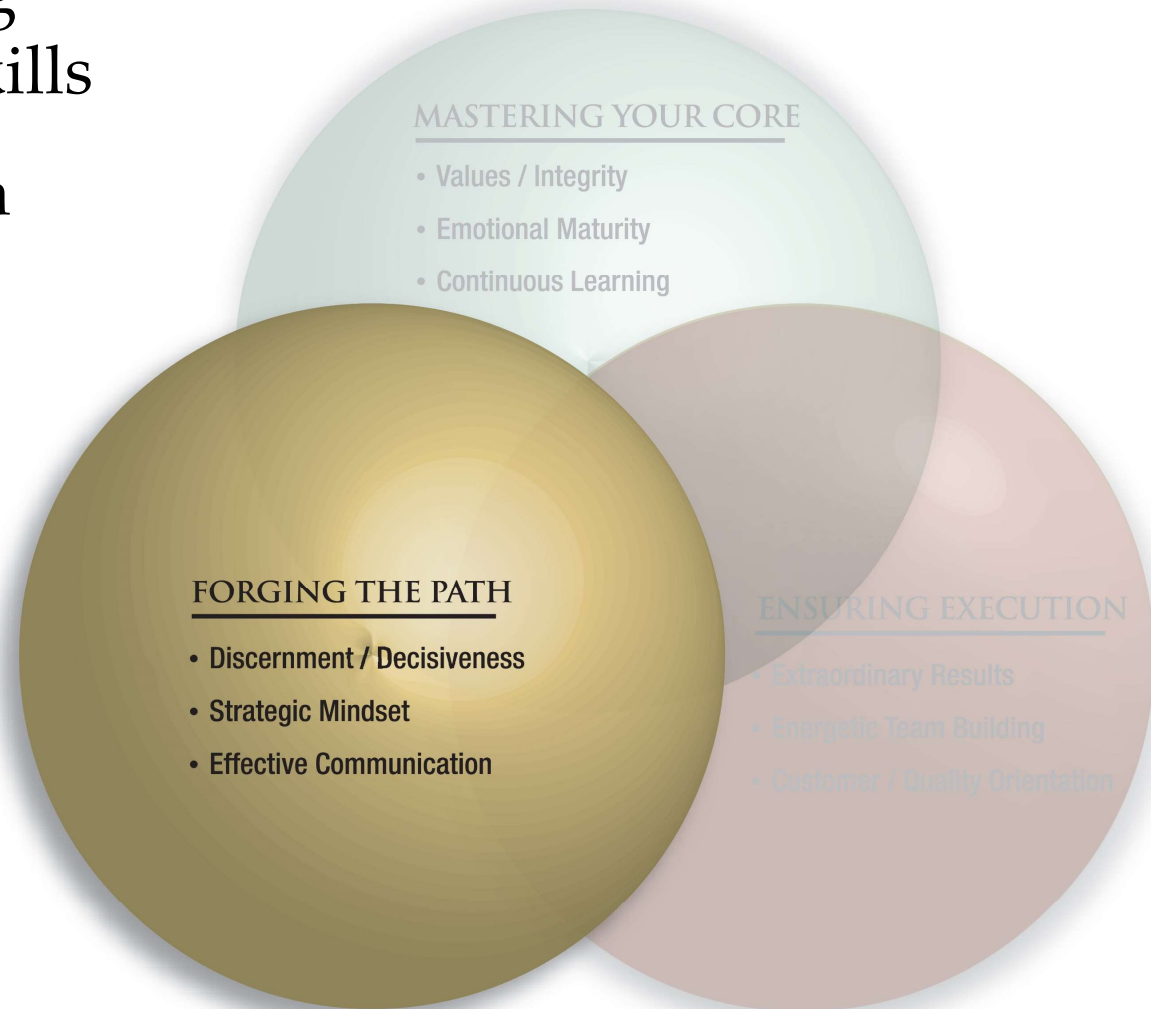
- Knowing yourself
- Leading yourself
- Leading others



# Key Components for Growth

## *Forging the Path*

- Wisdom and strong decision-making skills
- Providing direction
- Winning support

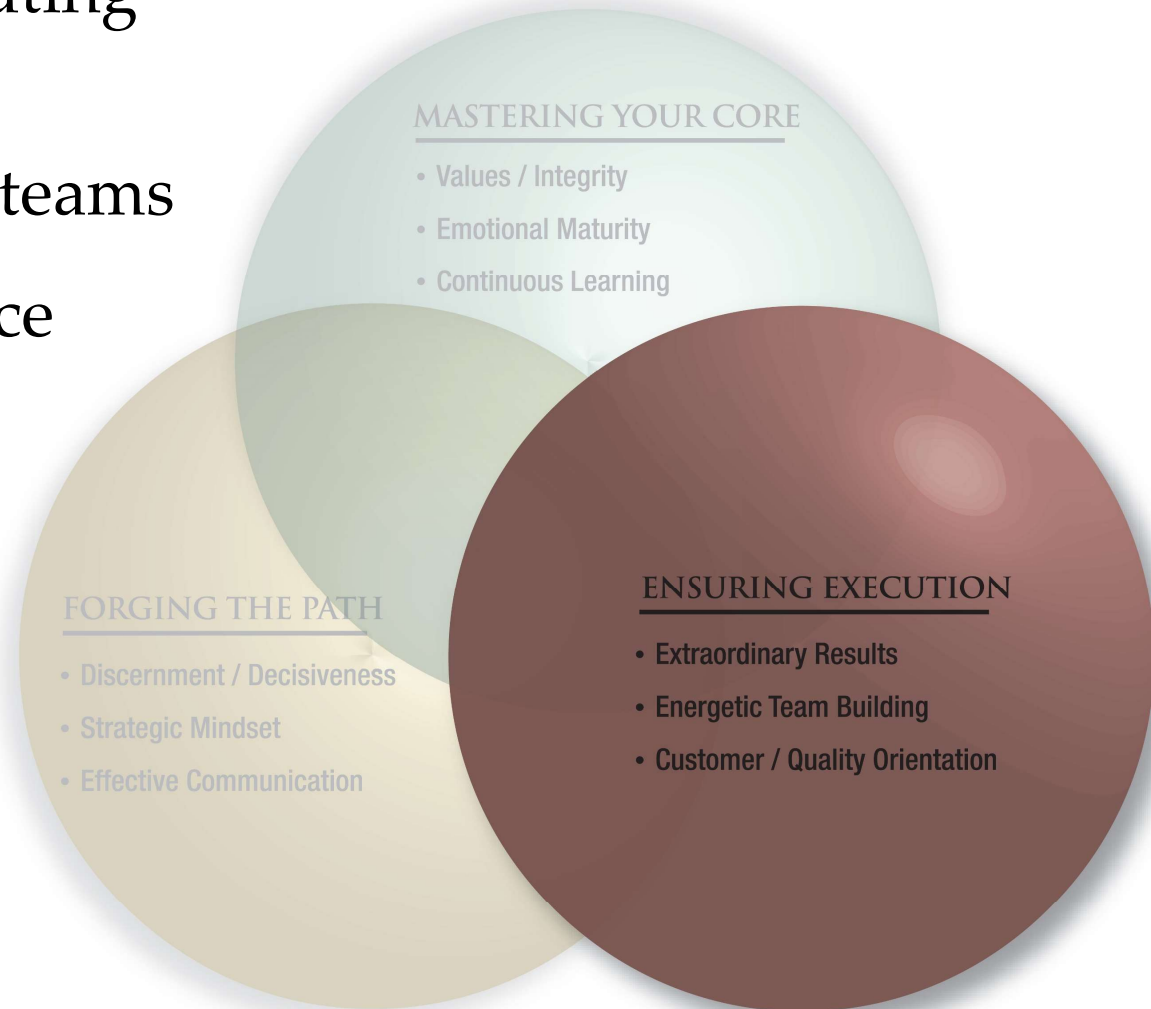




# Key Components for Growth

## *Ensuring Execution*

- Disciplines of executing the plan
- Leading / building teams
- Achieving excellence



# DNA of High Performing Leaders

## *Mastering Your Core*



### MASTERING YOUR CORE

- Values / Integrity
- Emotional Maturity
- Continuous Learning

- Emotional Intelligence (EI) is a key indicator of leadership capacity
- Research shows the most successful leaders have strengths in the following areas of EI: <sup>1</sup>
  - Self-awareness
  - Self-regulation
  - Motivation
  - Empathy
  - Social skill

- Executives who lacked EI underperformed by an average of 20%
- 87% placed in top 3<sup>rd</sup> for annual salary bonuses based on business performance
- Their divisions on average outperformed yearly revenue targets by 15% - 20% <sup>2</sup>

<sup>1,2</sup> Goleman, Daniel. "Leadership That Gets Results" Harvard Business Review, 2000.

- *Knowing yourself*
- *Leading yourself*
- *Leading others*



# DNA of High Performing Leaders

## *Mastering Your Core*



### MASTERING YOUR CORE

- Values / Integrity
- Emotional Maturity
- Continuous Learning

### *High Impact Leaders ...*

- Understand their strengths, gaps and personal impact on others and are able to self-evaluate
- Welcome constructive criticism conditioned by self-assurance and inner confidence
- Lead with integrity and honesty – maintaining consistency between beliefs, practice and valuing others
- Skillfully adjust to the changing environment around them and overcome obstacles
- Understand and manage emotions under pressure and recognize their impact on work performance and relationships
- Feel passionately about ongoing growth and lead others to do the same

- *Knowing yourself*
- *Leading yourself*
- *Leading others*



# DNA of High Performing Leaders

## *Forging the Path*



### FORGING THE PATH

- Discernment / Decisiveness
- Strategic Mindset
- Effective Communication

- **Without vision, people perish**  
- Proverbs 29:18 (KJV)

- **“The first job of a leader is to translate vision into reality.”**  
- Warren G. Bennis, Ph.D.  
*“Becoming a Manager”*

- **“...a company of owners will outperform a company of employees any day of the week. .... When you think like an owner, you do all the little things necessary to win.”**

- Jack Stack  
*The Great Game of Business*

- *Wisdom and strong decision-making skills*
- *Providing direction*
- *Winning support*





# DNA of High Performing Leaders

## *Forging the Path*



### FORGING THE PATH

- Discernment / Decisiveness
- Strategic Mindset
- Effective Communication

### *High Impact Leaders...*

- *Wisdom and strong decision-making skills*
- *Providing direction*
- *Winning support*
- Motivate themselves and others—pressing beyond obstacles to achieve “big things” —and inspire others to higher levels of achievement
- Challenge assumptions, root out bias, ask questions that draw alternatives, and press for evidence to support solutions to problems or new opportunities
- Translate ideas into action which brings focus and motivates others
- See the “big picture” beyond current constraints
- Effectively lead meetings, market new ideas and concepts, and negotiate effectively with diverse people to achieve results



# DNA of High Performing Leaders

## *Ensuring Execution*



- “... leaders need to commit as much as 40% of their time and emotional energy, in one form or another, to selecting, appraising, and developing people.”

- Ram Charan  
*Execution*

- Execution is a discipline and integral to strategy
- Execution is the major job of the business leaders
- Execution must be a core element of an organization's culture

Source: Bossidy, Larry & Ram Charan. *Execution*. Crown Business, 2002.

- *Disciplines of executing the plan*
- *Leading / building teams*
- *Achieving excellence*



# DNA of High Performing Leaders

## *Ensuring Execution*



### ENSURING EXECUTION

- Extraordinary Results
- Energetic Team Building
- Customer / Quality Orientation

- *Disciplines of executing the plan*
- *Leading / building teams*
- *Achieving excellence*

### *High Impact Leaders...*

- Have a bias for action focused on creating a competitive advantage
- Establish and manage projects, priorities, risks and engage others
- Understand how the business works, initiating finance-related discussions and managing and evaluating financial performance
- Strategically use their calendar to drive meetings, special projects and team development with purpose and efficiency
- Recruit and retain team members who have appropriate expertise and effectively align roles
- Skillfully contemplate other people's views, needs and promote cooperation, collaboration and a sense of community



# Prioritizing Focus & Alignment

## *Stages for Creating Alignment*





# Prioritizing Focus & Alignment

## CHORUS<sup>®</sup> Strategic Planning Methodology



# Key Takeaways

## *To Create Platforms for Transformational Growth*

- **Market realities are pressing us to prioritize innovation:**
  - Products, Services and how they're delivered
  - Collaboration - building relationships: Cross-functionally, hierarchically, intergenerationally and cross culturally)
- **As you cultivate an innovative ecosystem –**
  - Remember the hardest part of R & D is the “&” – **leverage each other**
  - Promote and protect a culture leveraging an entrepreneurial spirit
  - Prioritize human capital as a strategic advantage – (including yourself):



**Align** your organization's **leaders** and **teams** with a **disciplined business strategy** to create extraordinary results.





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