

Exceeding Stakeholder Expectations

*Beating the budget.....
and the competition*

A Sobering Thought.....

Cycle times for innovation, market validation and widespread distribution outstrip management's ability to gain information, build a team and execute

Moral of the Story:

- *There's no time to lose in casting the vision, building a strategy and acquiring the "A" players required to win*

Business success requires a *Framework* and the *Discipline* to use it



Myth Busters

- **Pristine execution trumps the business model**
- **Senior executives must be strategic**
- **The \$\$\$\$ attracts the game changers**
- **Spirit of teamwork and collaboration is the key to execution**

Strategy Management

The process and plans that support organizational goals. Strategy Management is the highest level of leadership activity and is the responsibility of the CEO and executive team.

Strategy Management provides overall direction for the enterprise and is the compass that guides all associates' energy and efforts

Strategy Management

- **Smart Leaders adjust when data indicates opportunity**
- Strategy Management is intended to be fluid. Leaders must continually assess (quarterly or semi-annually) the business, the evolving marketplace and the competitive landscape to insure strategies remain relevant.

Strategy Management

Two major components

Strategy Formulation

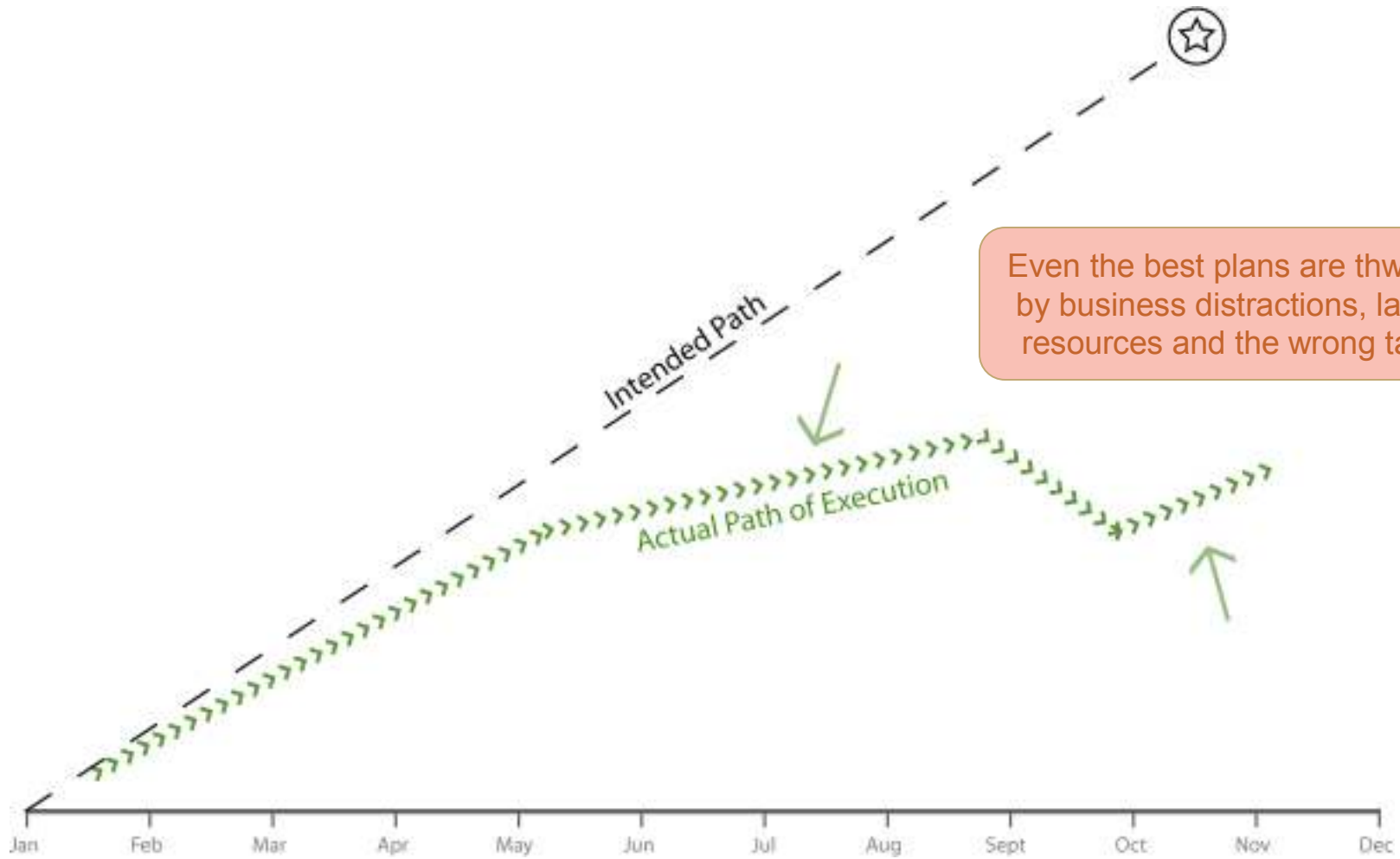
- Analysis – business strengths/weaknesses/opportunities/threats
- Create a compelling vision supported by goals
- Develop strategies to support goals

Strategy Formulation answers the questions “where are we?”, “where do we want to go?”

Strategy Implementation

- Assign ownership and team make-up
- Allocate resources – talent/financial/time/technology
- Install project management discipline and tools
- Manage the process....high visibility.....with consequences

Strategy Implementation answers the question “how do we get there?”



Even the best plans are thwarted by business distractions, lack of resources and the wrong talent

Missed Opportunity

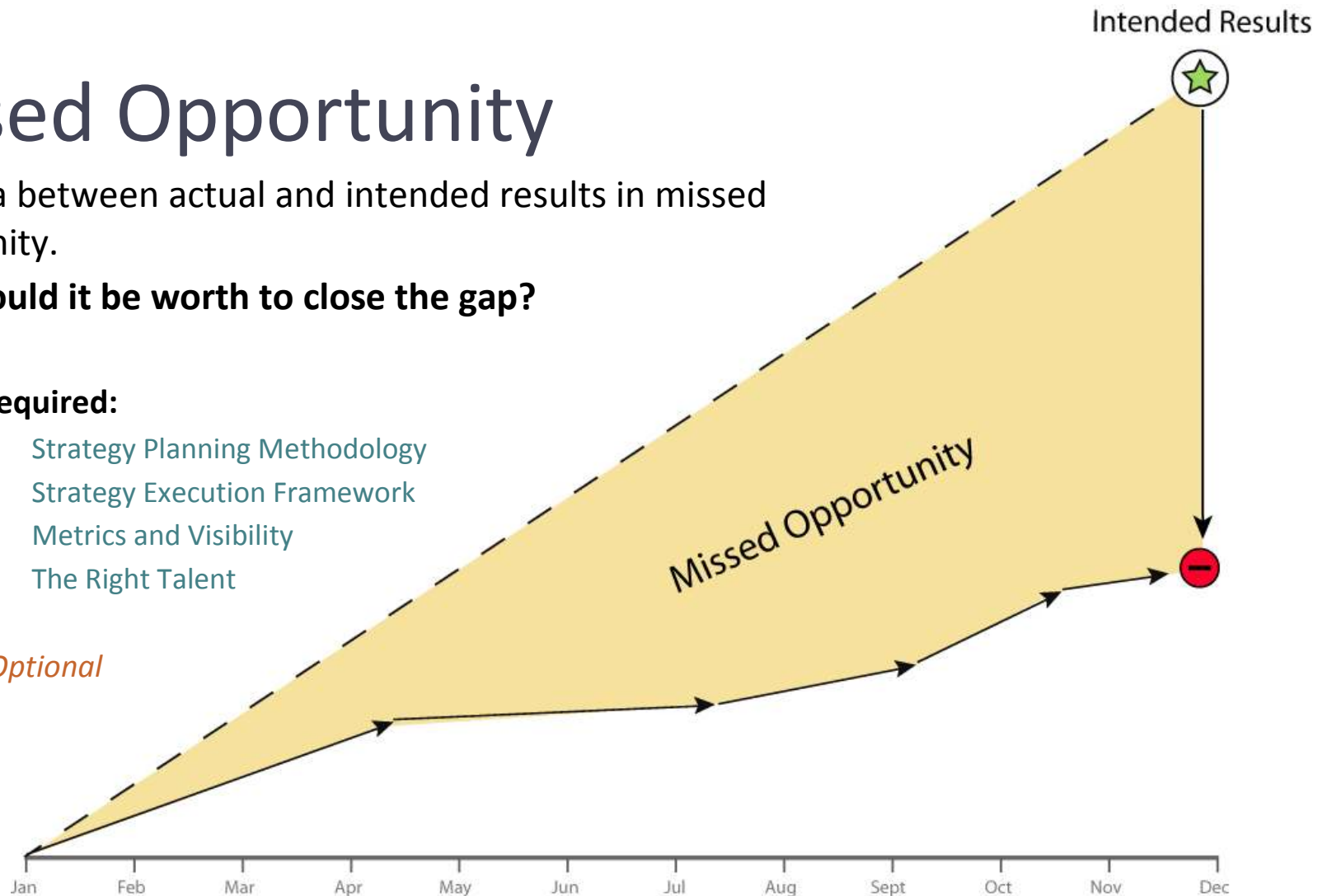
The delta between actual and intended results in missed opportunity.

What would it be worth to close the gap?

What is Required:

1. Strategy Planning Methodology
2. Strategy Execution Framework
3. Metrics and Visibility
4. The Right Talent

None are Optional



The Non-Negotiable Elements of Execution

- Strategic Owners who set the bar high and put “A” players in vital roles
- Tactical Owners who demonstrate urgency, can influence others and enjoy busting through barriers to growth
 - *assess tactical owners frequently and honestly*
- Recognize when business imperatives shift and adjust the talent quotient accordingly
- Milestones that are taken seriously – comfort with missing deadlines is a death knell for a high growth enterprise

Exceeding Plan... critical success factors with ownership

Goal	Stretch	Critical Success Factors	Strategic Owner	Tactical Owners
Revenue Growth	Achieve 54MM	<ul style="list-style-type: none"> • Power Co. Call Volume Growth • Outbound Marketing/Advertising as a service • Get the web right • Product Expansion • Emerging Channels • Web based BD deals • Supplier Exchange 	<ul style="list-style-type: none"> • Sean • Sean • Glenn/Neil • Glenn/Sean • Glenn • Glenn • Glenn • Sean 	
Profit	5MM EBITDA	<ul style="list-style-type: none"> • Preserve Cash • Exceed revenue goals 	<ul style="list-style-type: none"> • SLT • SLT 	
Consumer Base	7MM Active Users	<ul style="list-style-type: none"> • SEO • Strategic Alliances • Call Volume 	<ul style="list-style-type: none"> • Glenn • Glenn • Sean 	
Consumer Experience	CSAT at 90%	<ul style="list-style-type: none"> • Product Roadmap • Website Evolution • Continuous Improvement – voice consultation • WWGE 	<ul style="list-style-type: none"> • Glenn/Sean • Glenn • Martin • Sean 	

Individual Commitments

Function:

Name:

Date:

30-Day Commitments

60-Day Commitments

90-Day Commitments

Finding the “A” Players... for *your* business

- “A Players” are situational – let the “B” players move on to personal success
- Construct the Job Spec collaboratively (up/down/across)
- Create a scorecard for the role (skill set/fit/potential)
- The candidate as consultant
- Adhere to a thorough assimilation process
- Foster mentoring relationships – the right senior leaders do this naturally

Candidate Score Card

Candidate Scorecard Corporate Attorney

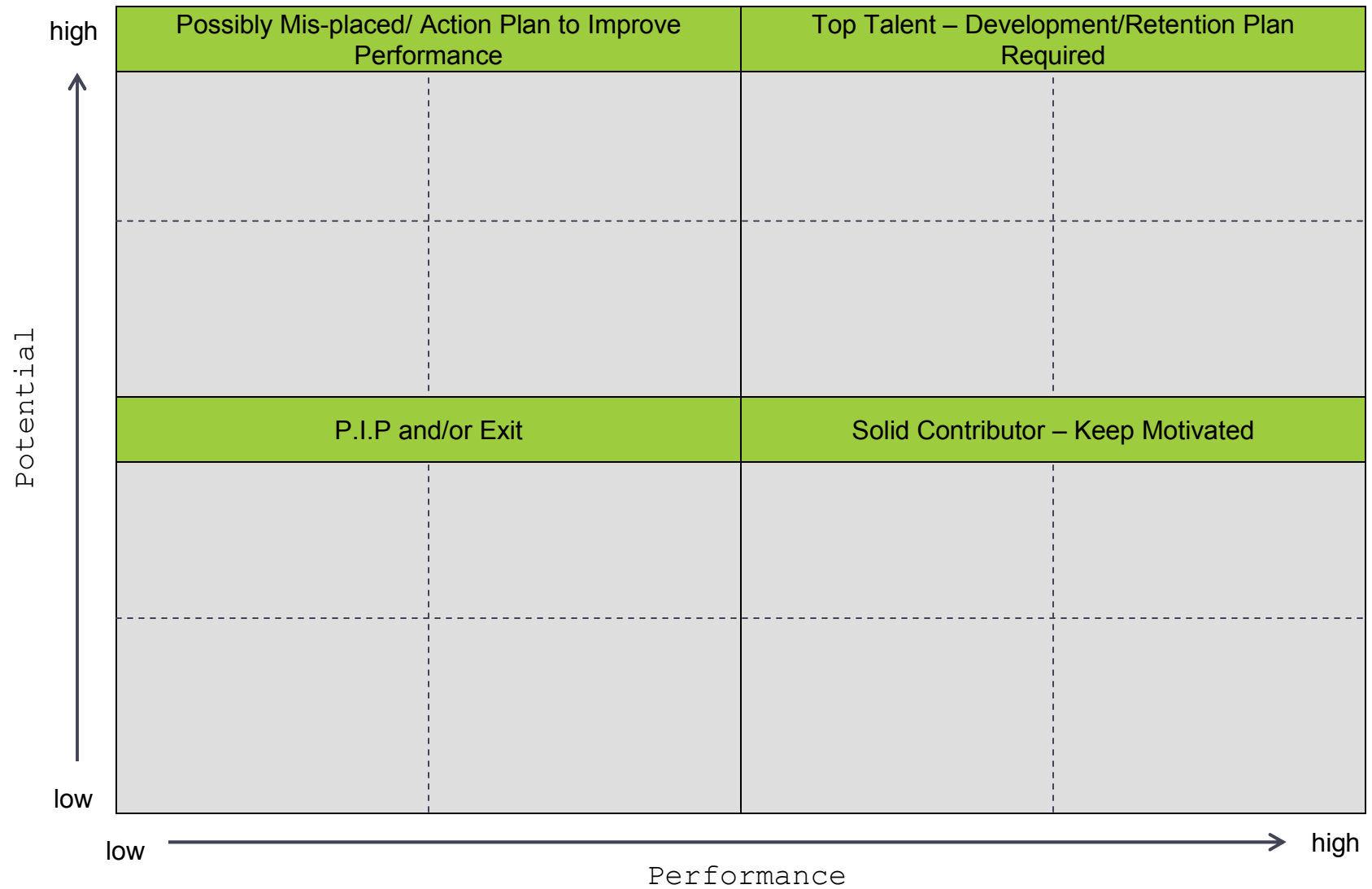
5 - Clearly Demonstrated / A True Strength

3 - Some Evidence / Not Ideal

1 - Not Evident

Name	Ability to translate strategic intent into documented content in contracts and agreements	Skilled at asking the right questions to understand business objectives	Ability to assess current contracts so as to recommend changes for future state	Knowledge of the utility sector and regulatory environment	Knowledge of legal implications as we evolve to a media-oriented enterprise
Candidate A	3	3	5	3	1
Candidate B	5	5	3	5	3

Talent Matrix



Once You Find Them, Keep Them

If you haven't created a talent plan to retain and engage your top knowledge workers, chances are they already have one foot out the door

Retaining and Engaging your Rising Stars.....*what matters to them*

- Opportunities to grow with the business
- Relationship with Manager
- Doing interesting work
- Participating in Strategic Discussions

- 2005 Hudson Research Study

The ROI of Talent Development

- Engaged talent exerts 57% more discretionary effort, producing a 20% increase in individual performance

- CLC 2004 survey of 50,000 global employees

- ***Discretionary effort leads to overachievement.....for the individual and the enterprise***

The Ultimate Takeaway

“Give me enough white knights and I will overthrow the Kingdom”

Dr. Roger Hendrix

Questions?