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*Greg Smith*

President

Chart Your Course International Inc.

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*TOPIC: Transformational Leadership: How to Design a Change Management Strategy to Accelerate Performance and Increase Productivity -- Session 1*

**DATE: Thursday, December 11, 2008**

TIME: Check your local time zones

3:00-4:00 EST, 2:00-3:00 CST, 1:00-2:00 MST, 12:00-1:00 PST

Sign on about 5-10 minutes early.

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DURATION: Approximately 60 minutes

HANDOUTS: [http://www.chartcourse.com/Confirmation-Transformational\\_Leadership.html](http://www.chartcourse.com/Confirmation-Transformational_Leadership.html)

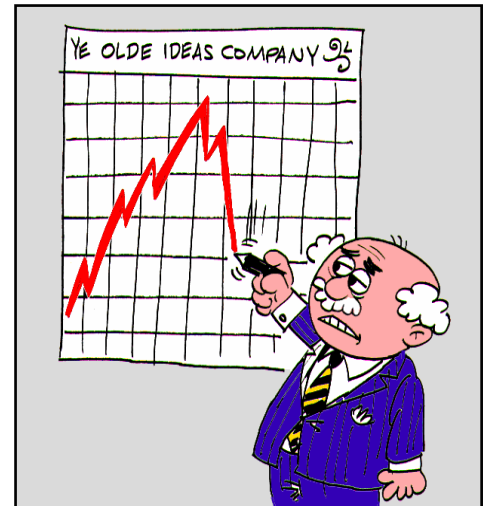
<b>SPECIAL NOTE</b>	<p>This teleseminar starts on time according to <a href="http://www.time.gov/">http://www.time.gov/</a> so please dial-in five minutes early so you don't miss any content. Your courtesy is appreciated.</p> <p>Please adjust for your time zone accordingly, and please check for international time differences. You may want to access this time converter: <a href="http://www.timeanddate.com/worldclock/converter.html">http://www.timeanddate.com/worldclock/converter.html</a></p>
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## Transformational Leadership: How to Design a Strategy to Accelerate Performance and Increase Productivity

### Session 1

#### I. Introduction

- a. Welcome
- b. **WARNING:** Information/advice incorrectly applied can result in unintended consequences—Application must be adjusted based on your culture, size, and the intensity of the change required.
- c. Current environment
  - i. Unusual times require transformational leadership
  - ii. Doom loop
  - iii. Opportunity or Crisis?



#### II. Theory of Bureaucratic Displacement --

##### Gammon's Law

**Law 1** -- An increase in spending will be matched by a fall in productivity

**Law 2** -- When resources become limited the bureaucratic portion of the organization begins to cannibalize the productive elements of the organization. (e.g., added administrative staff, offices, auditors, inspectors and paperwork.)

“Pac Man” theory of organizational mis-management



### III. Symptoms your organization might be in trouble

- a. Lack of emotional energy—No driving force of leadership
- b. No management philosophy/strategy
  - i. Result: Disjointed and inconsistent way of addressing trends, solving problems, managing internal and external customers
  - ii. Malcolm Baldrige National Quality Award strategy
  - iii. Southwest Airlines-Profitability versus market share
- c. Regulatory based culture
  - i. SW Airlines—"Management by fooling around"
- d. Centralized, top-down management structure
  - i. Complacency—No sense of urgency
- e. Fear, self-protection, and blame
- f. Poor communication
- g. No problem-solving methodology
  - i. Ritz-Carlton
  - ii. Process Action Team
- h. Difficulty fixing mistakes
  - i. Firestone Tires
  - ii. Police in NYC



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- i. Wrong reward strategy
- j. Focus on cutting costs—no emphasis on innovation
  - i. Google-20%
  - ii. Rubbermaid

#### IV. Characteristics of Transformational Leadership

- a. Two types of leadership
  - i. Transactional
  - ii. Transformational
- b. Examples of Transformational Leadership
  - i. MG Alcide LaNoue – The Surgeon General of the Army
  - ii. Ritz-Carlton Hotels
  - iii. Baptist Hospital-Sarasota, FL
- c. Characteristics of Transformational Leader
  - i. Committed and personally involved with the process
  - ii. Confident optimism
  - iii. Challenge status quo
  - iv. Communicate 10X more
  - v. Concrete strategy

“A leader is a person you will follow to a place you wouldn't go to by yourself.”

Joel Barker

“Once you get past the executives, managers, and supervisors, the rest is easy.”

Hortz Shultze  
Former CEO  
Ritz-Carlton Hotels

#### V. Case Study



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- a. Steering team
- b. ID the “enemy”
- c. What do we want to become?
- d. Vision statement
- e. Restructured responsibilities
- f. Customer commandment
- g. Training process
- h. Hiring process
- i. Profit sharing—Ownership
- j. Measurement process

## Session 2

### VI. Transformation Change Management Strategy

- a. Declaration
- b. Establish transition steering team
- c. Purpose and passion
- d. Vision statement
  - i. Vision helps with directing the change effort
  - ii. Provides the compass
- e. Identify the barriers, issues and obstacles

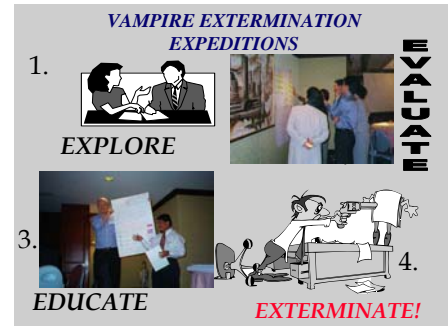
“If you don’t know where you are going, any road will lead you there.”

Anonymous



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- i. Vampire process audits
- f. Attack “organizational pathologies”
  - i. Silos and turfdoms
  - ii. Medical sales company
- g. Communicate direction and goals
  - i. Rumor mill meetings
  - ii. Passports
  - iii. Ask people if they got the information
- h. Managing performance and accountability
- i. Ceremonial actions
  - i. Eliminate perks—parking spaces
  - ii. Sell the private jet
  - iii. Executive pay cuts
- j. Celebrate small wins
  - i. “Stick your neck out” awards
  - ii. Random drawings
- k. Mobilize the energy of the “troops”



"We are all born with intrinsic motivation, self-esteem, dignity, an eagerness to learn. Our present system of management crushes that all out."

--Dr. Edwards Deming



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### Session 3

#### VII. Mobilizing people to take action

- a. Lessons Learned from Southwest Airlines
  - i. Trust your people
  - ii. Focus on individuals, not titles
  - iii. Make them feel confident
  - iv. Eliminate rigid job descriptions
  - v. Access to everyone in the organization
  - vi. Clear guiding values/principles
  - vii. Create a sense of urgency and a “whatever it takes attitude”
  - viii. Empower people to make a decision
  
- b. Specific actions to consider
  - i. Townhall meetings
  - ii. Benchmarking
  - iii. Idea Expositions
  - iv. Skip-level & cross fertilization meetings
  - v. Put the executives on the front-line
  - vi. Transition workshop
  - vii. SWAT teams



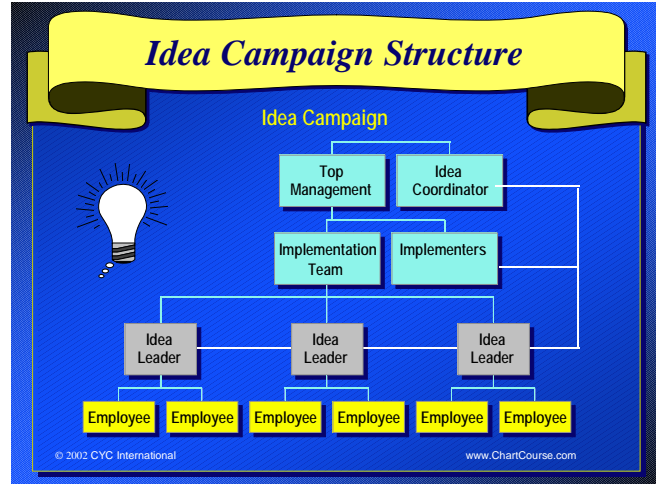
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- viii. Pay people to leave
- ix. Make rules, procedures and policies your servants
- x. Idea Campaigns

VIII. Idea Campaigns

IX. Steering Team

- a. ID breakthrough projects
- b. Selection of members
- c. PAT
- d. Charters

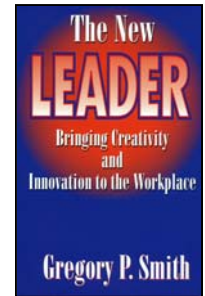
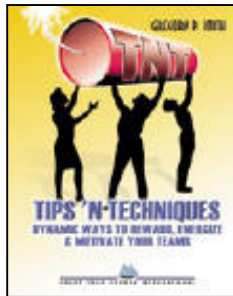
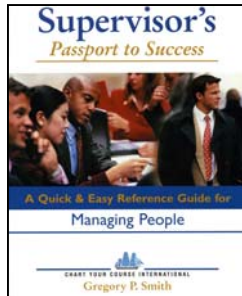
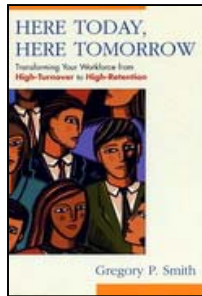
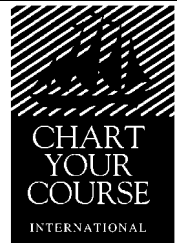




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