



COMPETITIVE SOLUTIONS, INC.

*B o g g a n & V e r S t e e g*

**P**rocess **B**ased **L**eadership™

***“Buried Alive: Digging out of  
the Management Dumpster”***

COMPETITIVE SOLUTIONS, INC.

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# ***AGENDA***

- Leadership Today
- Non-negotiable Processes
- About Competitive Solutions, Inc.



# ***LEADERSHIP TODAY***

# Evolution of Leadership: What Happened?



- Dictate
- Meditate
- Hesitate
- Irritate
- Frustrate
- Annihilate



**Visible & Auditable Processes** →

- Demonstrate
- Facilitate

← **Visible & Auditable Processes**

# *Leadership Today...*

- Current state: Many leaders operating as “Dumpsters”
- Current state: Many leaders “Managing by Personality”
- Current state: “Institutionalized Behavior” encouraged throughout the organization
- Current state: Lowest common denominator is setting the expectations for performance
- Current state: No sense of urgency, no clear, concise business focus and no shared accountability throughout the organization



# ***NON-NEGOTIABLE PROCESSES***

***Returning to Core Business  
Systems***

# ***Non-negotiable Processes***

- **Business Scorecards Process**
  - ✓ *Creating the Focus*
- **Accountability Process**
  - ✓ *Driving the Engagement*
- **Communication Process**
  - ✓ *Drilling the Urgency*



# ***BUSINESS SCORECARD PROCESS***

*Creating the Focus*

# BUSINESS SCORECARD PROCESS

## BUSINESS SCORECARD:

A simple and concise tracking tool designed to create urgency, focus and accountability within the organization

KEY FOCUS AREA	SMART OBJECTIVES	TARGET	OWNER	TRACKING FREQUENCY						COMMENTS
				VISIBLE INDICATOR*						
				JAN	FEB	MAR	APR	MAY	JUN	
QUALITY										
SAFETY										
COST										
PRODUCTIVITY										
PEOPLE										
CUSTOMER SERVICE										

# ***Non-negotiable Processes: Business Scorecards***

- Key focus areas are identified and a standard format is created
- Each team develops tactical metrics to support the key focus areas
- Business metrics are reviewed in each team meeting as a standard agenda process
- Team members utilize an action register to address metric performance issues
- Scorecards and action registers are distributed monthly to senior leadership for review and enhancement

# ***Non-negotiable Processes:*** ***Business Scorecards***

- 1. Every home team must create, track and report on a business scorecard***



# ***ACCOUNTABILITY PROCESS***

*Driving the Engagement*

# ACCOUNTABILITY PROCESS:

ACTION	RESPONSIBILITY	TARGET	COMPLETE	COMMENTS

## ***ACTION REGISTER:***

An accountability tool designed to document critical tasks, ownership, responsibilities and target dates

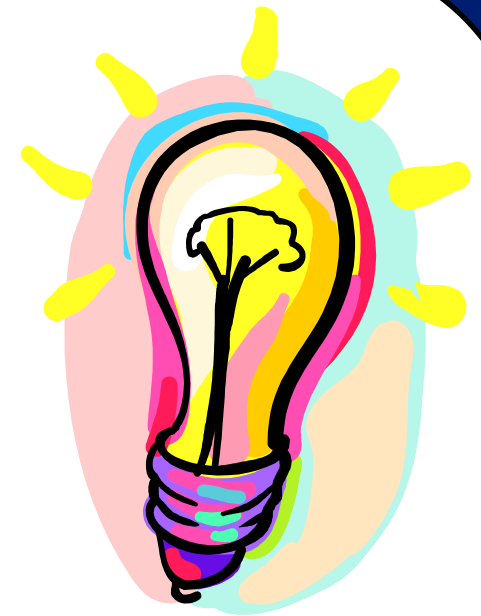
# ***Non-negotiable Processes:*** ***Accountability Process***

- Specific process to drive accountability throughout the organization
- Designed to be used in the following manner:
  - Break the dumpster
  - Meeting effectiveness
  - Scorecard performance enhancement
  - Performance management
  - Build trust



# ***Non-negotiable Processes:*** ***Accountability Process***

1. Every home team must create, track and report on a business scorecard
2. ***Every home team must utilize an action register in all team meetings and with all scorecards***



# ***COMMUNICATION PROCESS***

***Drilling the Urgency***

# ***Non-negotiable Processes: Communication Process***

## **Agenda:**

- I. Action Register Review**
- II. Scorecard Review**
- III. Around-the-table**
- IV. Recognition**
- V. Pass Up/Pass Down**
- VI. Action Register Review**
- VII. Meeting Audit**



# ***Non-negotiable Processes:*** ***Communication Process***

1. Every home team must create, track and report on a business scorecard
2. Every home team must utilize an action register in all team meetings and with all scorecards
3. ***Every home team must have a weekly, business focused, action driven home team meeting***



# ***BUSINESS PROCESS DEPLOYMENT***

# Business Process Deployment



# Conclusion ...



- Non-negotiable business processes elevate the expectations of the organization by driving accountability consistently throughout the organization
- Non-negotiables are applied organizationally and must be visible and auditable
- Non-negotiables become the operating systems that support business processes: In essence, “How we do business”
- Non-negotiable business processes create and sustain the following items:
  - A sense of urgency within the organization
  - A clear and concise business focus throughout the organization
  - Shared accountability driven consistently throughout the organization



# ***ABOUT COMPETITIVE SOLUTIONS, INC.***

# ***CSI Background...***

- Founded in 1991, Competitive Solutions, Inc. is an international consulting firm serving clients in North America, Europe, and the Pacific Rim.
- Authors of two books: *Empowering Business Teams: Been There, Done That, It Works* in 1996 and *Confessions of an UnManager* in 1997
- A third book: *Buried Alive – Digging Out of the Management Dumpster* scheduled for release in the fall of 2003
- Offices in Raleigh, North Carolina and Atlanta, Georgia
- Raleigh Office: 800-367-6993
- Atlanta Office: 800-246-8694

# *A Few of Our Clients...*

HARLEY-DAVIDSON MOTOR COMPANY

*The most admired motorcycles in the world*

KELLOGG COMPANY

*The leading manufacturer of ready to eat cereal products*

GLAXOSMITHKLINE

*Bringing innovative medicines and services to patients and health care providers throughout the world*

THE BOEING COMPANY

*Forever new frontiers*

MICHELIN, NA

*The world's leader in automotive tire manufacturing*

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[www.competitive-solutions.net](http://www.competitive-solutions.net) to  
get a copy of our  
latest book

*“... and dig out of  
your management  
dumpster once  
and for all!”*

