

LEAVING YOUR LEADERSHIP LEGACY™



Process **B**ased **L**eadership™

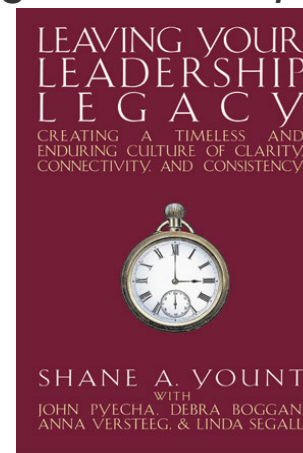
Bringing Visibility to Accountability

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CSI's Background

- Founded in 1991, **Competitive Solutions, Inc.** is an international consulting firm serving clients in North America, Europe, and beyond.
- Authors of several books: *Empowering Business Teams: Been There, Done That, It Works* in 1996 and *Confessions of an UnManager* in 1997, *Buried Alive – Digging Out of the Management Dumpster* in 2004



- New book, out NOW! “*Leaving Your Leadership Legacy*”
- Offices in Raleigh, North Carolina and Atlanta, Georgia

A Few of Our Clients



Accountability Today...

- **Current state:** The number one reason people get out of accountability is that they Plead Ignorance – “I didn’t know..., I wasn’t trained..., etc...”
- **Current state:** Many leaders operating as “Dumpsters” – More on our plates than ever before – Selective Engagement prevails which institutionalizes negative behaviors
- **Current state:** Leaders influencing through use of the Three P’s - Proximity, Persuasion, and Position
- **Current state:** Many leaders “Managing by Personality” – Good intentions driving cultures of Dependency, not Accountability
- **Current state:** Organizational loyalty is based on alignment to personalities, rather than to the processes that drive the business
- **Current State:** What is a Great Place to Work?

REVLON

Leaving Your Leadership Legacy

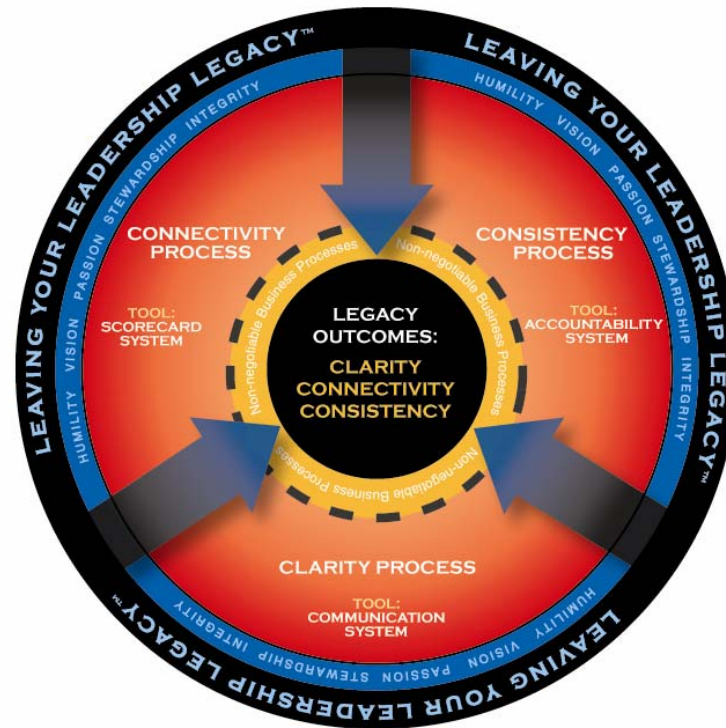


Non-Negotiable Legacy Processes



Non-Negotiable Processes

Connectivity Process



Connectivity Process

Create and maintain a scorecard

- Leadership team creates key business focus areas and a standard format
 - No more than 15 goals per scorecard
 - Performance is color coded, Red/Green
 - Visually projected in meeting room so that it sets the tone
- All lower teams develop tactical scorecards to support the key business focus areas
- Business scorecards are reviewed in every team meeting as a standard agenda item
- Team members utilize an action register to address scorecard performance issues
- Scorecards and action registers are distributed monthly to senior leadership for review

Non-Negotiable Processes

Consistency Process



Consistency Process

ACTION REGISTER:

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

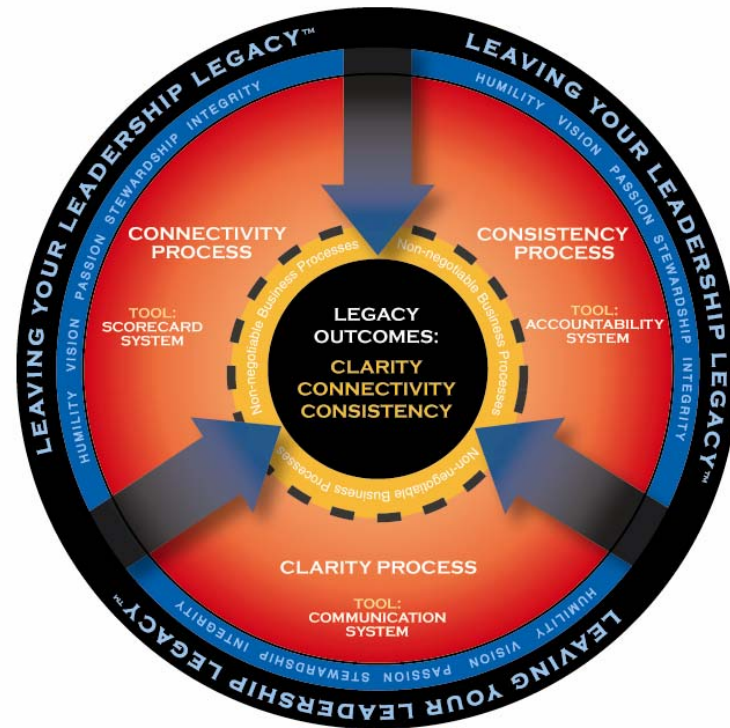
ACTION	OWNER	TARGET DATE	COMPLETION DATE	COMMENTS

Consistency Process

- Designed to be used in the following manner:
 - Break the dumpster – *Personal Action Register – Tactical representation of empowerment*
 - Meeting effectiveness – *Elevates the expectations of engagement*
 - Scorecard performance enhancement – *Any red scorecard item must have a corrective action plan*
 - Performance management – *Provides data as a measurement of engagement*
 - Build trust – *Actions = Words*

Non-Negotiable Processes

Clarity Process



Clarity Process

Creation of a scorecard driven, business focused communication process that consistently drives urgency and accountability in the organization

Agenda:

- **Action Register Review**
- **Scorecard Review**
- **Around-the-table**
- **Recognition**
- **Pass Up/Pass Down**
- **Action Register Review**
- **Meeting Audit**

ACTION	OWNER	TARGET DATE	COMPLETION DATE	COMMENTS

The action register brings visibility to accountability. It is a visual representation of who is engaged. Without it, how do you know if activities have been completed?

***NON-NEGOTIABLE
PROCESSES
DEPLOYMENT***

Outcomes of Deploying PBL

- Creation of a visible and auditable operating system that gives employees the consistency, connectivity, and clarity they need to advance the business – **the 3 C's**
- Creation of a system that enables leaders to **drive an elevated level of engagement** through common, standard processes
- Creation of a process-driven system that in essence **becomes the “How we do business”**

Outcomes of Deploying PBL

- A total solution for all leaders at all levels to drive toward results achievement and continued advancement of the business...
 - A clear and concise business focus throughout the organization
 - A sense of urgency within the organization
 - Collective accountability driven consistently throughout the organization