

THOUGHT LEADERSHIP PROGRAM

Thought
Leadership



Thought Leadership Program

Objectives

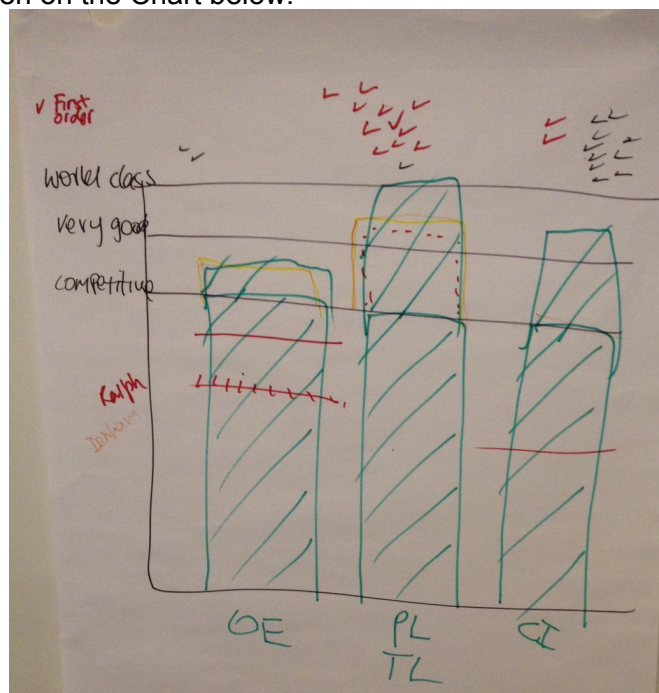
The Thought Leadership Program is specifically designed to help organisations whose strategy is to become world-class in Thought Leadership (or Product Leadership). It will:

1. Give your people the skills required to implement Thought Leadership, far more quickly and with less risk of failure than if you do it yourself.
2. Develop a positive culture of staff working together, sharing knowledge and encouraging employees' best ideas.
3. Help your organisation commercialise new ideas quickly and effectively.
4. Free your people from organisational silos, red tape and unnecessary procedures.
5. Focus everyone on what needs to happen in order to make the organisation focused, fast and flexible.
6. Provide your people with a common set of proven tools, language and templates for working together towards Thought Leadership.

Thought Leadership

There are basically only three Value Propositions available to an organisation. The first is Operational Excellence where the organisation runs like a well-oiled machine based on systems and processes that have been honed over time. The second is Thought Leadership where their products and services constantly redefine the state of the art. The third is Customer Intimacy where the customer is put right at the centre of the organisation and we know the customers' business and *their* customers' business like the back of our hand. Successful organisations that choose to become world class at one (and only one) Value Proposition; although, all organisations need to be at least competitive in all three.

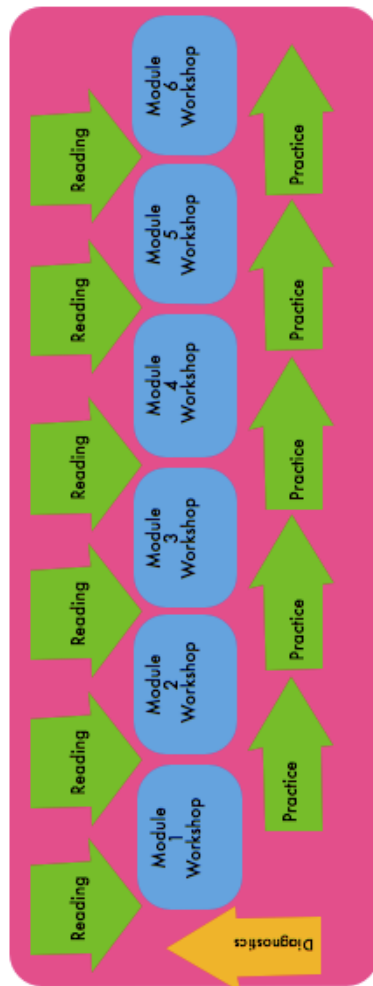
We will explore the most appropriate Value Proposition with you. For example if, in your judgement, your organisation needs to be world-class at Thought Leadership, better than very good at Customer Intimacy and at least competitive at Operational Excellence, it may look like the green pen on the Chart below:



We will help you identify the gap between your current performance and your desired performance. When we know the gaps you need to fill in all three value propositions we will design your Thought Leadership Program specifically to fill the gaps.

The following Program is only an example. The actual Program design will depend on the findings during the “Diagnostic Stage” as shown in the Chart below.

Structure



The chart on the left shows the structure of the Program.

It starts with a Diagnostic Stage where we analyse the issues of the organisation more deeply so we can design a ‘glove-fitting’ program for you.

The Program consists of a series of half-day workshops for all (or most) staff. Solid-block, one-off processes seldom deliver the permanent changes required in people’s long-term behaviours and habits, therefore we have deliberately build the “fourth dimension” (of time) in to the program.

The design of the Program provides time to allow participants to change lifelong behaviours and reality based firmly on actual work situations necessary to take their learnings from the unconscious incompetent level to the unconsciously competent level.

There are usually 6 to 8 modules, each consisting of pre-readings, workshop and practice in between. Each workshop is 4 to 5 hours long and scheduled one every fortnight.

In the periods between workshops participants will practice on real issues within the organisation, making the learnings highly practical.

Participants also use these periods in between to do the readings for the next module. This means we can use the workshop time in facilitation mode rather than teaching mode. Over the course of the Program the readings will grow into a highly valuable body of material for future reference.

When the workshops are completed the Project Teams start work and people throughout the organisation are involved in recommending changes that will make the organisation Thought Leaders.

A summary of the modules follow:

1. Hardwiring Thought Leadership into the Organisation

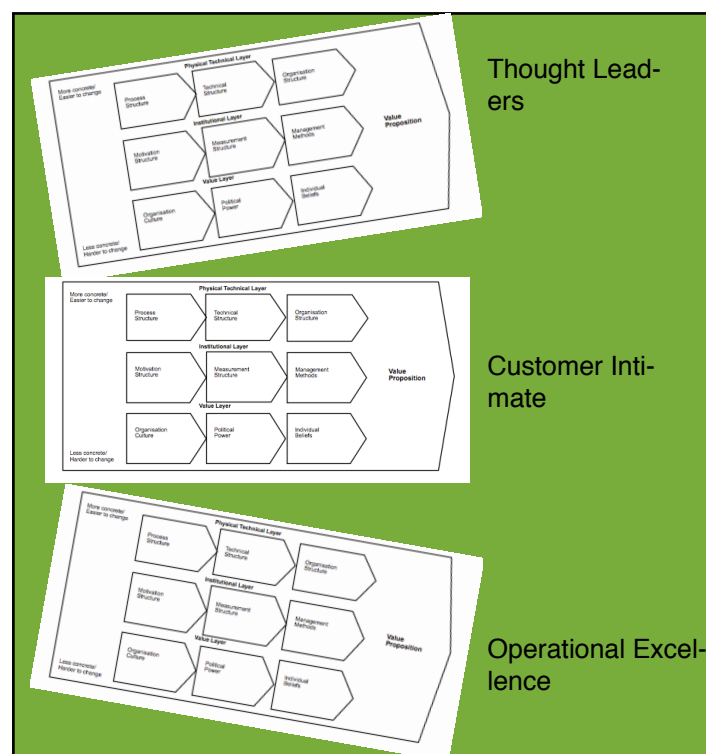
Thought Leadership will not just occur unless all the nine key components are aligned and pulling the organisation towards Thought Leadership.

Content includes

- Understanding Thought Leadership
- Characteristics of Thought Leadership
- Examples of Thought Leaders
- Aligning the Culture, Brand and Service delivery to Thought Leadership
- Examining the nine components and aligning each to Thought Leadership
- Reducing silos and bureaucracy.

Why this is important

There is strategic strength in an organisation that is focused on its Value Proposition and is totally aligned to that Value Proposition. When the nine components are pulling together in the same direction, it's like the strands of a rope twisted together. On their own each strand can be broken but when they are twisted together they become almost impossible to break.



2. Strategic Thinking

Strategy is about the longer term and important and hard to reverse decisions that simply have to be right.

Content includes

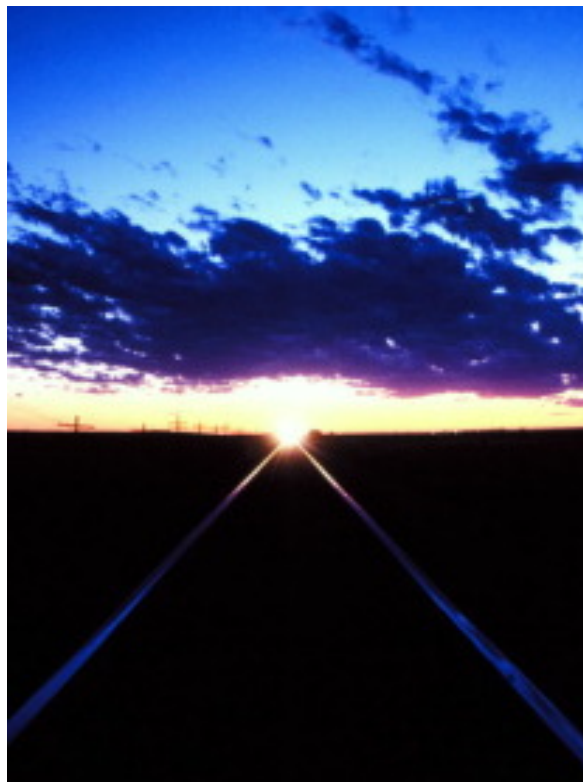
This module is a practical exercise. It is structured so that the team does a strategic plan for their organisation and a first draft action plan for achieving it.

- External environmental trends
- Vision, Purpose & Uniqueness
- Customer Value Proposition
- Alignment of Culture, Brand & Service Delivery to Value Proposition
- Organisational strategies
- Implementation issues.

Why this is important

Strategy is critical to business success and yet statistics show that 85% of management teams spend less than one hour per month discussing strategy.

Many managers are better at analysing (going in) than strategic thinking (going out). Strategic thinking is vital to Thought Leadership.



3. Systems Thinking in Business

Systems Thinking eliminates silos and small-thinking. It lets you see the connections and the real problems.

Content includes

- How to map systems
- Understanding feedback loops and time lags
- Identifying and reducing vicious loops
- Identifying and amplifying virtuous cycles
- Systems thinking techniques
- Tools to see connections
- How to solve your wicked messes
- Emergence and the sweet spot for doing business.

Why this is important

Systems Thinking gives a more strategic and connected way of looking at your business.

Only by taking a systems view and seeing the connections can we avoid the dangers of silo mentality and organisational myopia.



4. Improving Processes, Eliminating Unnecessary Work & Increasing Speed Needed for Thought Leadership

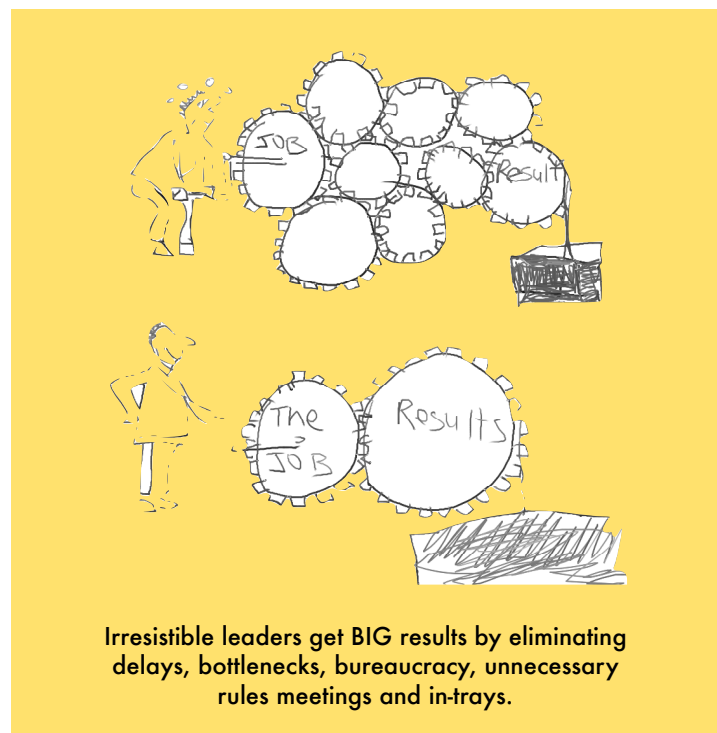
Processes that cause bottlenecks and slow the organisation are a significant barrier to Thought Leadership.

Content includes

- Eliminate unnecessary work
- Increasing organisational speed in every process and procedure
- Process improvement for Thought Leaders
- Scrum Technology and Agile Methodologies
- The other seven most useful improvement tools for Thought Leaders.

Why this is important

People behave according to the system they are in. If the system is complicated and slow people will not be able to achieve Thought Leadership, no matter how much they desire it or how hard they work. The Module will give all staff a common understanding of the improvement process, tools and templates necessary to improve processes in a way that is consistent with Thought Leadership.



5. Colour Your Customers & Staff to Achieve Thought Leadership

In this module we will profile each person using Herrmann's Brain Dominance Index (HBDI) so they understand themselves and each other better. This will take the guesswork out of surprising customers. Herrmann's research shows that customers and staff on this planet come in four colours. 25% of people are in each colour. Each colour needs to be handled in a totally different way. Treat everyone the same you will satisfy about a quarter of them and turnoff three-quarters. With Herrmann you knew exactly what your customers want and how to deal with them so they get it every time.

Content includes

How to improve communication, increase speed and increase sales by matching the colour of your approach to the colour of your customers and staff.

Why this is important

- Herrmann's Brain Dominance Instrument (HBDI) - shows how people think and how to stand in the shoes of someone who thinks differently
- Allows you to design project teams that work far more effectively.
- Eliminates communication problems between staff members and with customers.
- Achieves surprised customers.



6. Customer Service Tools for Thought Leaders

These tools create a continuous customer chain (line of sight) throughout the organisation so everyone is clear about how their contribution adds to the value that the external customer receives.

Content includes

- Three immutable laws of customer service
- Improving Moments of Truth
- Creating Raving Fans
- Stop selling, start serving.

Why this is important

- Provides all the basic tools to allow your people to rethink the service they provide.
- To surprise customers.



7. Increasing Innovation & Ideas

This module will help you take a major step towards world-class Thought Leadership. This module gives a process for achieving faster product development and innovation within the organisation.

Content includes

- Identify barriers to innovation: idea generation, idea conversion and idea diffusion
- 12 ways to motivate others to be more creative
- Selecting the right people for your innovation project
- Increasing organisational speed
- 12 tools to increase innovation.

Why this is important

- Most managers talk about innovation. Few know how to get it going in their organisation.
- To achieve faster and better product development and innovation.



Irresistible leaders know to hit their product development target it helps to shoot many arrows.

8. Networks for Thought Leaders

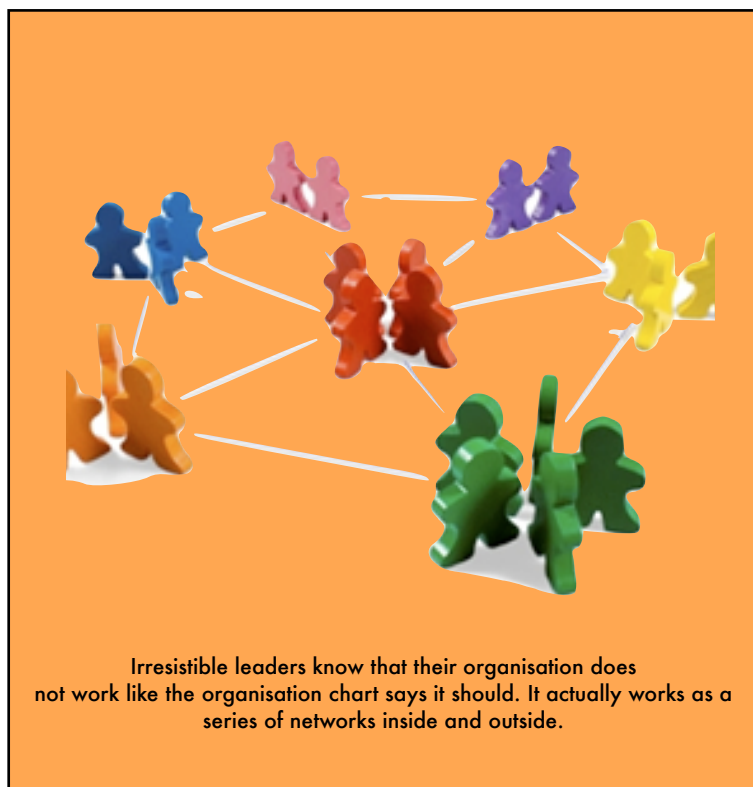
Thought Leaders are open, vibrant organisations. Networks both inside and outside the organisation are critical to achieve these qualities. In the last 10 years a whole new science of networks has been developed. Most managers do not know about this and therefore miss out on a powerful new way of working with fewer silos and reduced bureaucracy.

Content includes

- The golden rules of networking
- The laws of Small worlds and Weak ties, Metcalfe's law, the law of Connectors & the law of Proximity
- Your plan for stronger networks.

Why this is important

- Thought Leaders need to open up the organisation developing strong networks with suppliers, customers and other PALs to bring in the ideas, innovation and talent needed to achieve their Vision.



Project Teams and Dragon's Den

After the modules are complete we normally work with a series of Project Teams that sometimes include:

1. Innovation team (to help fill the gap in Thought Leadership).
2. Culture for Thought Leadership team. Culture consists of the unspoken, collective rules and beliefs of the organisation seen through behaviours, language, symbols, myths, and rituals.
3. Service delivery project team, including creating a continuous customer chain throughout the organisation so everyone is clear about how their contribution adds to the value that the external customer receives.
4. Process improvement team. Process consists of the business processes, their outcomes, and the policies, practices and procedures that support the processes. When people think of customer service, it's usually the warm fuzzy things that come to mind. Systematic approaches are 80% of customer service, an outstanding system that delivers great customer service in the hands of ordinary people. It's partly about eliminating unnecessary work.

Each Project Team will be trained by Virtual Group then be supported by Virtual Group as they progress through to their recommendations and reporting phase at a Dragon's Den. Some of these teams may need to be exposed to other organisations that have a reputation for excellence.



Customer Comments

"I think the workshops were very useful, targeting intended objective. The prework was relevant and easy to follow. As for the facilitation, this was one of the best workshops/courses I attended. It was engaging and interesting. Use Bruce. Guaranteed to deliver. Very interesting and engaging methods of facilitating a workshop. Rating 5 out of 5 (one of the best I've been to)." Zvonko Lazic, Magnet Engineer, HTS-110.

"Overall, I enjoyed the experience of attending the project workshops and felt that there were some valuable results obtained in the workshops. I thought the modules well presented, entertaining, thought provoking, and well worth the time used. Your chairing of the meeting start and end was also very competent. I felt that there were real benefits to be had in the presentations and exercises and would recommend it to others. Rating 5 out of 5 (one of the best I've been to)" Mike Fee, Magnet Design Engineer, HTS-110.

"Overall impressions: The process was insightful and reminded me of exciting times at a previous job. This bought direction, confidence and belief to our ability to succeed. Comments to someone else: Go with an open mind and be prepared to be challenged. This process has bought direction to our company. It has identified our strengths as a team. How could it be improved? More time. Overall score: Five out of five." Murray Seamark, Manufacturing Director, Canary Enterprises Ltd.

"Overall impressions: Pre-work excellent. Well run, right amount of intervention and guidance to ensure desired end is met. Comments to someone else: Very useful means of defining objectives and achieving consensus within a team. An inclusive process. How could it be improved? nil. Overall score: Four out of five." Ross McCullum, Consultant, Canary Enterprises Ltd.

"Overall impressions: Insightful, thought-provoking and satisfying. Enjoyed the pre-reading. Like the way things kept moving along. Comments to someone else: Don't wait. Be ready to get out of the box and answer/ ask hard questions. How could it be improved? Have more people involved, that is other staff. Overall score: Five out of five." Kylea Heaton, General Manager Operations, Canary Enterprises Ltd.

"Overall impressions: Workshop was structured in a way that took all participants through a process that delivered the end result that we were looking for. Comments to someone else: Bruce is an excellent facilitator with great experience in leading a team to develop their own conclusions. How could it be improved? There is never enough time to complete anything like this. Overall score? Five out of five." Derek Bartosh, Director, Canary Enterprises Ltd.

"Overall impressions: Very good. The pre-reading well thought out and provoking and intriguing. The process of the workshop built to a nice conclusion. Very favourable results indeed. Good on you. It was a really enjoyable and thought provoking. Comments to someone else: It will be hard work. It will challenge you, but will also be rewarding and directional. You will have a plan. How could it be improved? nil. Overall score: Five out of five." James Gray, Director, Canary Enterprises Ltd.

Other Information

Product support

This product has been developed and is supported by Bruce Holland with help where required from other members of the Virtual Group Business Specialists. Bruce is a specialist in leadership development, Wellington, nationally and internationally. He specialises in public sector leadership and in other large private sector organisations.

Guarantee

All work undertaken by Bruce Holland is guaranteed. If at the end of the program the client doesn't feel that they have received value for money, they may adjust the bill and pay an amount equal to the value they feel they received.

For more information

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Bruce helps large mature organisations be more focused, fast and flexible. Places where people have more depth, connection and meaning.

"Liberating the Human spirit at work"