
Beyond Talking Points

Creating a Leadership Engine





FedEx
Express

IBM

3M

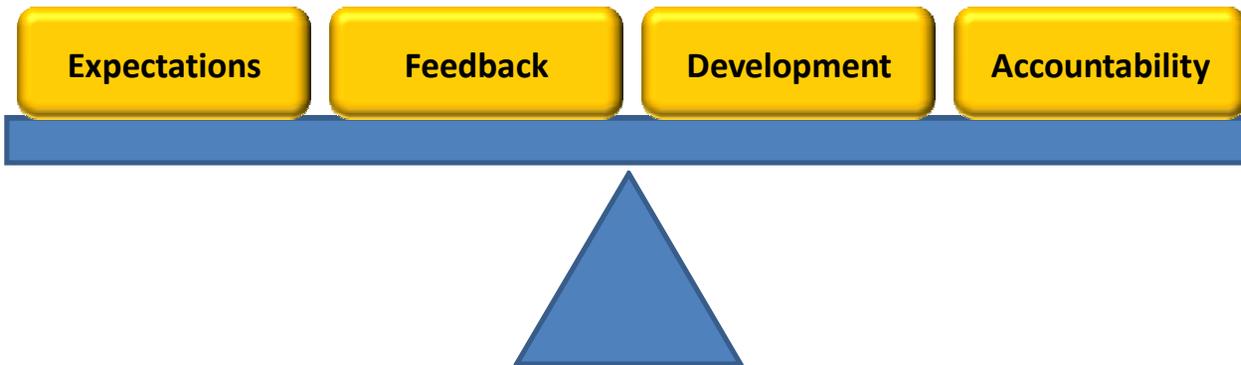


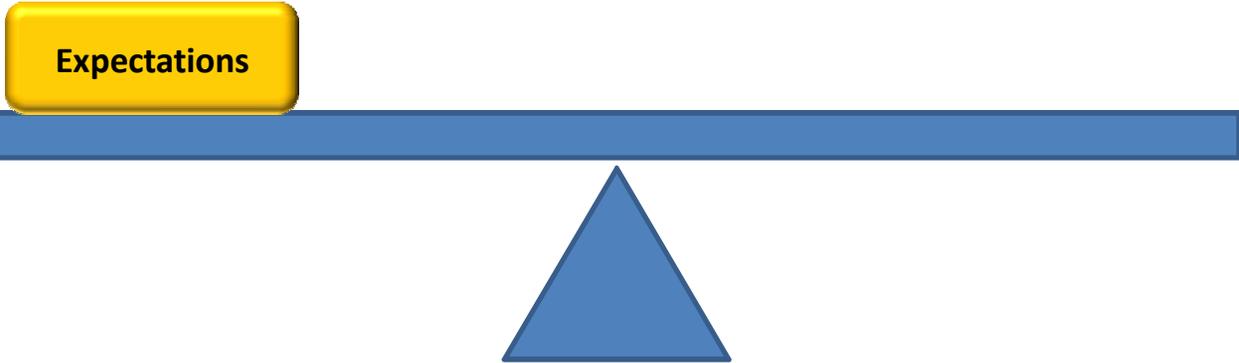
Colgate

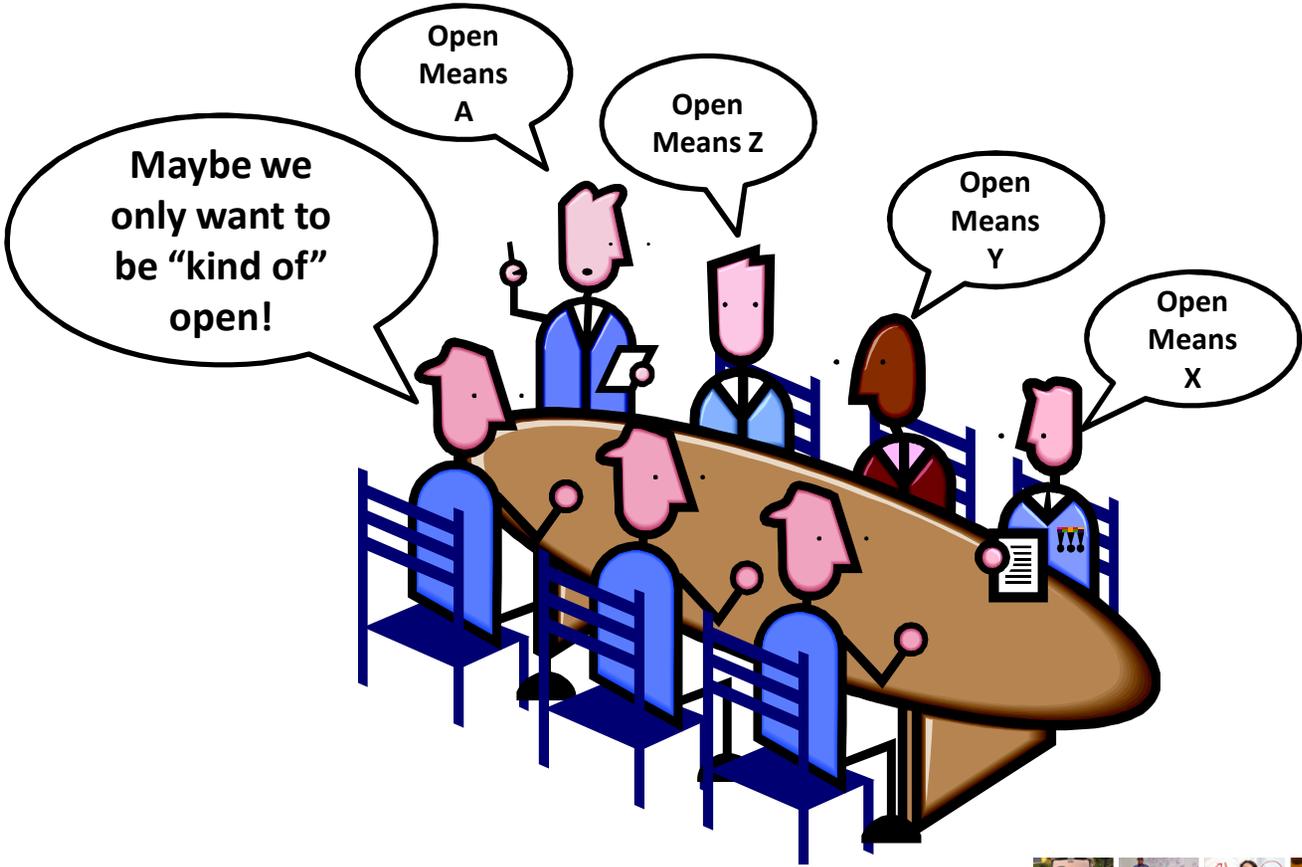
 **PEPSICO**

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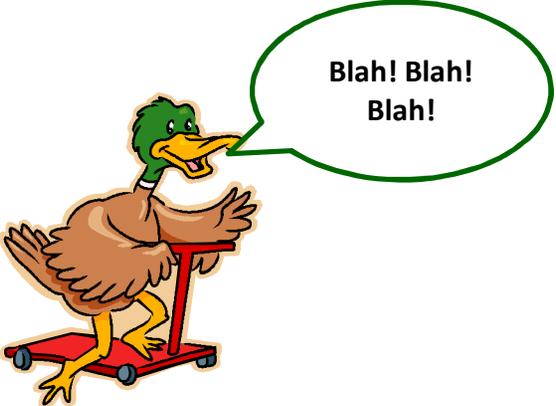




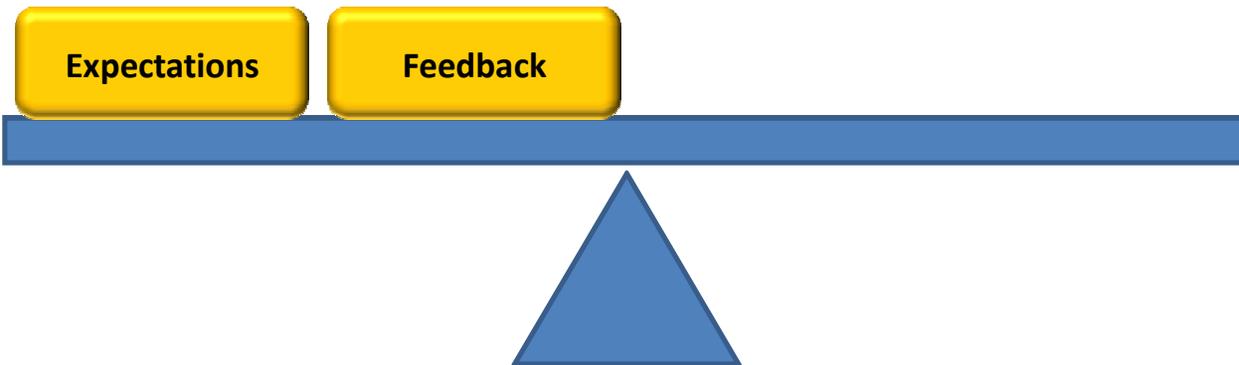




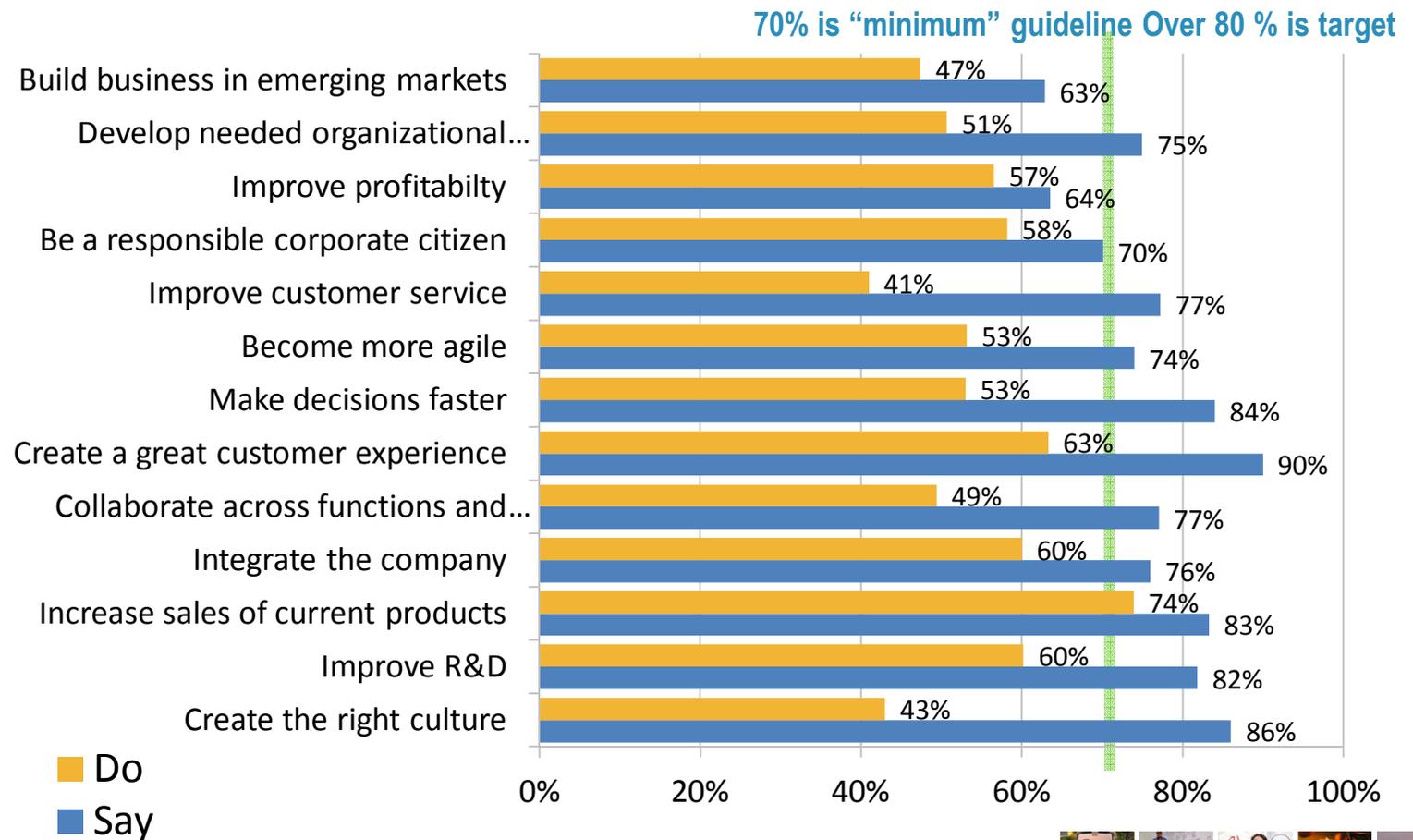
Clarify Leader Expectations

When we say this...	It means we will do this...
<p>Make sure we have strong leaders who build and maintain an open, trusting environment where people have the information, skills and resources they need to perform at their peak and know when they improve they will reap the benefits.</p>	





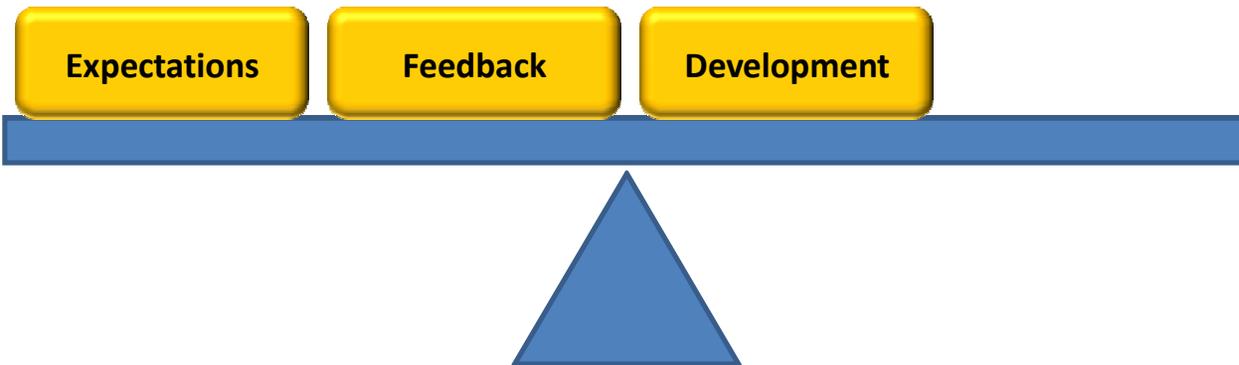
Leader Feedback—Say/Do



Leadership Assessment

The person I'm assessing...	Disagree Strongly	Disagree Slightly	Neither Agree nor Disagree	Agree Slightly	Agree Strongly
1. Communicates a clear, shared vision, strategy and goals that set high expectations	1	2	3	4	5
2. Builds a culture of continuous improvement	1	2	3	4	5
3. Collaborates among people, departments and disciplines to accelerate innovation and superior results	1	2	3	4	5
4. Selects and nurtures the best people for their roles	1	2	3	4	5
5. Provides people with the resources they need to put customers front and center of everything we do	1	2	3	4	5
6. Holds him/herself accountable for results	1	2	3	4	5
7. Holds his/her teammates accountable for results	1	2	3	4	5





What leaders say; what they don't say
Where they sit
Where they park
What's first and last on their agendas
Questions they ask; questions they don't ask.
Body language
Tone of voice
Facial expressions
What they wear
Who they promote
Who they ignore
What they wear on their face



"I tell top management to think of themselves as actors in a silent movie. 'No one can hear a word you're saying. You have to communicate completely through your actions. You have no words, only behavior with which to communicate.'"

John Onoda



Communicating Priorities

How they use time
What they lead
Questions they ask
What they recognize



Leadership Say/Do Plan

Important Priorities

What are the three most important priorities that you want to communicate to your employees?

Time

- Set three goals representing the percentage of time you need to spend on each priority you selected. Many strong leaders believe your top three priorities should occupy 100% of your time.
- Over the next week record how much time you spend on each priority.
- At the end of the first week, adjust your calendar to better align your time with your priorities.

Taking the Lead

In the next seven days what can you take the lead on to signal to your people what's important to you—and what should be important to them?

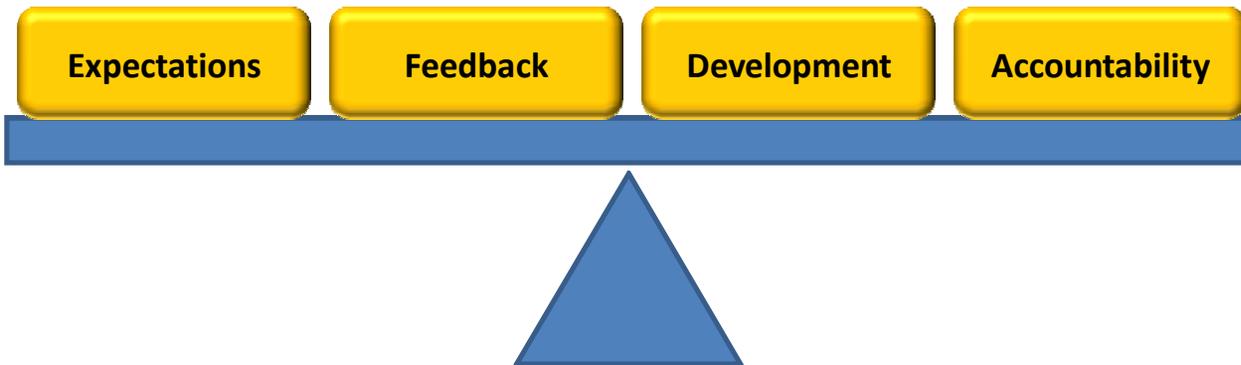
Questions You Ask

Make a list of three or four questions that you will routinely ask your employees, thereby communicating to them what's important to you. Please make sure that your other actions are aligned with the thrust of the questions you ask.

What You Recognize

In the next week, what will you recognize or celebrate in an effort to communicate your top three priorities?







Results Don't Change Unless Work Changes



Your Role: Leaders' Role

Communication Function Role	Role of Leaders
Monitor the communication climate and guide efforts to strengthen it where it pays off most.	Champion and measure communication.
Identify and address communication barriers that are impeding the company's ability to achieve its goals.	Manage communication as an interactive process not as a collection of activities.
Help teach and coach leaders to improve communication skills.	Create a business case for change and align everything you say and do with the business case.
Create opportunities for employees to better understand the industry and company business (business and financial literacy).	Challenge the status-quo by championing innovation and continuous improvement. Ask questions and listen.
Adopt best practices in organization communication to improve company performance.	Teach and develop people.
Ensure that communication initiatives generate an appropriate ROI.	Build line of sight for your team to the goals of the organization.
Provides consulting and change management expertise.	Manage your activities to communicate your priorities.
Support leaders in building communication plans and activities.	Seek to understand what enables and impedes people from hitting key performance goals.
Outsource communication work that doesn't make economic sense to keep within the company.	Actively and visibly (to others) encourage collaboration.
Support integration and collaboration by refusing to recognize organizational boundaries (strong internal partnerships).	Use meetings and presentations to ask as much as to tell.



Jim Shaffer Group Workshops

Extreme Makeover: Communications Edition

Start transforming yourself and your role in 1.5 days!

Learn how to create big-time improvements in quality, service, costs, speed and safety and you have the formula for reinventing yourself and your company's communication department.

In this small, personalized workshop, you'll learn:

- The consulting process as it's taught in the big consulting firms
- Ways to conduct a comprehensive, business-focused assessment of your communication function
- A proven process for enlisting your leadership team's complete support for a more business-focused approach to managing communication—starting with your CEO
- A step-by-step process for safely transforming your function to one that's valued for its contributions to your bottom line
- How to get low-value work off your plate and more high value work onto your plate
- Ten specific steps you can take to start the reinvention today

This fun, high energy, practical and proven workshop will help both the young beginner and the seasoned pro improve their ability to help business leaders improve business results.

Jim Shaffer Group Workshops

You'll also learn how to:

- Ask the right questions because sometimes asking the right questions is better than having the right answers
- Identify the right business goals and the work that drives those goals
- Map processes, analyze problems and identify priority actions that will generate the most gain
- Gather and analyze data in a way that even those who are petrified of numbers will feel at home.

You'll work one-on-one and in groups with author, thought leader and IABC Fellow Jim Shaffer who will help you design a plan that you can implement within minutes after returning to your workplace.

Jim will help you build a fact-based, bullet-proof set of recommendations to your leaders. He'll then invite you to sell your recommendations to him as he plays the role of your CEO. He'll help you anticipate your leaders' challenges and give you proven answers that business leaders need to move forward.

By transforming yourself into a highly-valued internal consultant and shifting your focus from distributing output to creating outcomes, you'll have the formula for adding more value and being paid for it.



Jim Shaffer Group Workshops

Five Cities to Choose From!

All locations have limited seating in host company conference rooms. Jim purposely wants the class size small so that he can focus on each individual's needs.

Our USA schedule for the end of the year and first quarter of 2014 is as follows:

- November 20-21, 2013** at Hallmark, **Kansas City, MO**
- December 4-5, 2013** at Alcon, **Ft. Worth, TX**
- January 22-23, 2014** at PepsiCo, **Chicago, IL**
- February 19-20, 2014** at Darden, **Orlando, FL**
- March 19-20, 2014** at Thomson Reuters, **New York, NY**

Registration fee for any class is \$1,499. Be among the first to sign up and enjoy the \$100 Early Bird discount. As part of the registration fee and to help you get started, Jim will be available via telephone for coaching (up to two hours) after the workshop - a \$900 value!

To Register – www.jimshaffergroup.com/workshops

The Leadership Report

Jim Shaffer
GROUP



April

We have a listening problem

I am absolutely convinced that if business leaders everywhere spent more time actively listening to their people and less time telling them what to do they'd see an exponential improvement in productivity.

A huge percentage (75% for starters?) of the performance improvements we create in companies comes from ideas generated inside our client companies. People driving forklifts. Selling the product. Running bakery ovens. Putting molecules together in a lab. Processing insurance claims. Designing packaging.

Ask Art

The legendary poultry processor, Frank Perdue, took me on a tour of his Salisbury, Maryland plant a number of years ago. As we were walking, he pointed to a man running a machine. *(More)*

Sign up for Jim Shaffer's popular free monthly Leadership Report—a commentary on real issues facing all leaders...

Name: _____

Position: _____

Company: _____

Simply fill in the information requested above, tear this page out and give it to Jim after the session

Thank you.

Comments: _____

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Jim Shaffer

Jim Shaffer is an internationally recognized consultant, speaker and author on improving business performance and managing large scale change, including helping guide lean six sigma transformations.

Jim's focus is squarely on improving work—and results—that people can control. He has measurably improved quality, service, costs, productivity, safety and speed with returns exceeding as much as 1,600 per cent.

His book, *The Leadership Solution*, became a classic treatise on leadership and performance. Hailed by leading CEOs as “invaluable for someone wanting to lead an organization into the future,” *The Leadership Solution* is frequently listed as one of the top “must have” business books on leadership, change management, communication and creating high performance through people.

Prior to launching the Jim Shaffer Group, he was a principal and global leader of a Towers Perrin (now Towers Watson) center of excellence. He was an architect and a leading practitioner in the firm's change management consulting practice.

A regular contributor to many business publications and frequently quoted in business journals, Jim has taught in the graduate schools of business at George Washington University, The University of St. Thomas and Hamline University. He speaks regularly at leadership groups and professional associations.



Contact Information

“Most organizations are nowhere close to getting the most from their people. We prove every day that it doesn’t have to be this way.”

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