

## The Leadership Agenda- Where Small Business Owners Must Focus Their Efforts

Presented  
By Will Phillips

Leadership =

- ◆ You or
- ◆ Your Leadership Team

What Have You Focused On?

- ◆ \_\_\_\_\_
- ◆ \_\_\_\_\_
- ◆ \_\_\_\_\_
- ◆ \_\_\_\_\_
- ◆ \_\_\_\_\_
- ◆ \_\_\_\_\_

### 1-Survive

- ◆ Obvious in the beginning
- ◆ In your backpack for ever

### 2-Sales

- 1<sup>st</sup> Sell 24/7 if needed
- 2<sup>nd</sup> Build sales force
- 3<sup>rd</sup> Build sales machine
  - Sales system
  - Customer lead generation
  - Sales management system
  - Add sales people

### 3-Build The Right Team

- ◆ Right functions defined
- ◆ Right abilities selected
- ◆ Right attitude selected
- ◆ Team commitment
  - Trust
  - Mutual respect
- ◆ Performance A+

### 4-Know The Right Numbers

- ◆ Which numbers to monitor? KPIs
- ◆ Get them accurately = within 5%
- ◆ Get them on time
- ◆ What are the goal numbers?

### 5-Use the Numbers

- Cascade Review, Assess and Planning
  - Significant deviations
  - Why?
  - Actions
    - Impact 'By When'?
- Share the Numbers-What's The Score?
- What do they mean?
- What can do we do to win? OBM

### 6-Retain Key People

- ◆ Who is Key?
- ◆ How to Retain?
  - Pay
  - Career path
  - Recognition
  - Challenge
  - Meaning (achieving their goals)

### 7-Deal Maker

- ◆Right deals
- ◆Right timing
- ◆Right terms
- ◆Not all deals, just the Big ones

### 8-Make The Tough Decisions

- ◆Products and services
- ◆People
- ◆Deals
- ◆Locations

### 9-Financial Decisions

- ◆Bear the debt
- ◆Distribute the profit

### Longer Term Leader Focus

- ◆Items 1-9 = short term success
- ◆Not enough to last over time

### 10-Competitive Advantage

- ◆ How you actually (not planned)
- ◆ Create VALUE
- ◆ Which is UNIQUE
- ◆ In the customer's mind (NOT YOURS)

### 11-Barriers To Entry

- ◆ Capital
- ◆ Location
- ◆ Service
- ◆ Cost
- ◆ Group X
- ◆ ???????

### 12-Be An Entrepreneur

- Growth
- Expansion
- Transformation
- Vision
  - . Inspires all
  - . Focuses all

- How?
  - . One site-25,000 members?
  - . Multiple sites
  - . Hub and spoke
  - . Acquisition
    - . Managing the pipeline
  - . Strategic Partners

### 13-Build The Community

- Culture
  - . Beliefs
  - . Values
  - . Attitudes
- How?
  - . Your behavior
  - . Your questions
  - . Who and what you reward
  - . Your decisions

### 14-Live A Life

- Health
- Family
- Hobbies
- Humanity

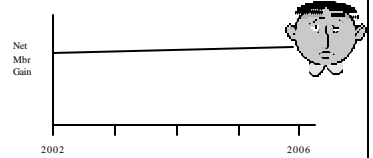
### EXTRA CREDIT

- A Little More Depth on # 5
- Using the Numbers

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### Mature Clubs Plateau



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### Driving Growth

- Get an Idea
- Design Actions
- Wait for Results

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### Working On ie. Improving

- Get an Idea
- Design Actions
- **MANAGE**
- For Results

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- To want to ACHIEVE is not enough
- If you don't achieve the results, you are not a manager.



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- **MANAGERS**
- **MUST**
- **MANAGE**

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### For Those Who Manage

- Achieving the first quarter's results is the most important challenge of the month.
- Achieving the first weeks results is the most important challenge of the week.
- WHY?
- As soon as something is off, throw everything at it

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### What if results slipped?

- Find the problem!
- Try a solution.
- Then another
- Then another
- Everything ethical and legal is tested out.

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## Use Everything You Have:

- Your education
- Your experience
- Everything you can learn from each other
- Your Intuition
- Your Brains
- **AND ALWAYS USE THE NUMBERS**

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## Using The Numbers

- Start with a numbers plan = BUDGET
- Start the next years budget months in advance!
  - Each number studied and based on best thinking available.

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## Measure the GAP

- Planned vs. Actual
- The GAPS are symptoms
- The GAPS are not the problems
- Do not manage the numbers
- Manage the business

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## Set The Example

- CEO must care about managing.
- CEO must dig into numbers
- The more managers who MANAGE
  - The better the results

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## Okay-Surprises Happen

- Then what?
  - 1-Scale back costs NOW.
    - Sooner rather than later
    - Scale back far enough to cre
  - 2-Use the reserve to drive sa



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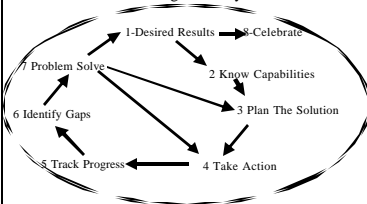
## The Goal

- Comprehension of the numbers and what they mean.
- How numbers reveal the business.
- How managing the business drives the numbers

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## The Management Cycle



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## Review and Action

- Review all slides
- Select where you should focus
- Set a goal
- And a deadline
- Get a Buddy
- Make a mutual commitment
- Spell out a penalty

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Under IHRSA Entrepreneurs' Conference, Las Vegas 2006

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