

TRANSFORMATIONAL LEADERSHIP | HTG



LEADING FROM YOUR CORE



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KEYS TO LEADING FROM YOUR CORE MANAGE TO WHAT GOOD LOOKS LIKE

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BACKGROUND

Charles Farrior

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- ▶ Over 25 years in Leadership and Management supporting the Army and Navy with several organizations
- ▶ Multiple Certifications
 - ▶ Leadership Coach with Eagle Center for Leadership
 - ▶ Executive Leadership, Cornell University
- ▶ 1 Son
- ▶ Manage and Operate another business



KEYS TO LEADING FROM YOUR CORE

MANAGE TO WHAT GOOD
LOOKS LIKE

- ▶ **Organizational Performance & Measurement**
- ▶ **Accountability**
- ▶ **Internal Customers and Stakeholders**
- ▶ **Customer Relationship Challenges**
- ▶ **6 Pack of Tools to Facilitate Customer Issue Resolution**
- ▶ **Winning Customer Management**



Organizational Performance & Management



Organizational Performance

- ▶ **How Will You Know if You Are Successful?**
- ▶ **How Will Others Know if You Are Successful?**
- ▶ **Measurement to Make that Determination.**
- ▶ **Malcolm Baldrige Example**

Measuring Your Organization

Strategic

Human Capital

Customer

Operations

Financial

There are ways of creating an index for a major area that has several rated areas

An Organization Should Not Have More Than 5-8 Top Level Measures

Accountability

Does Accountability Matter?

Metric
Descriptor/Definition

Senior Level
Commitment

ID Who and the
Completion Date

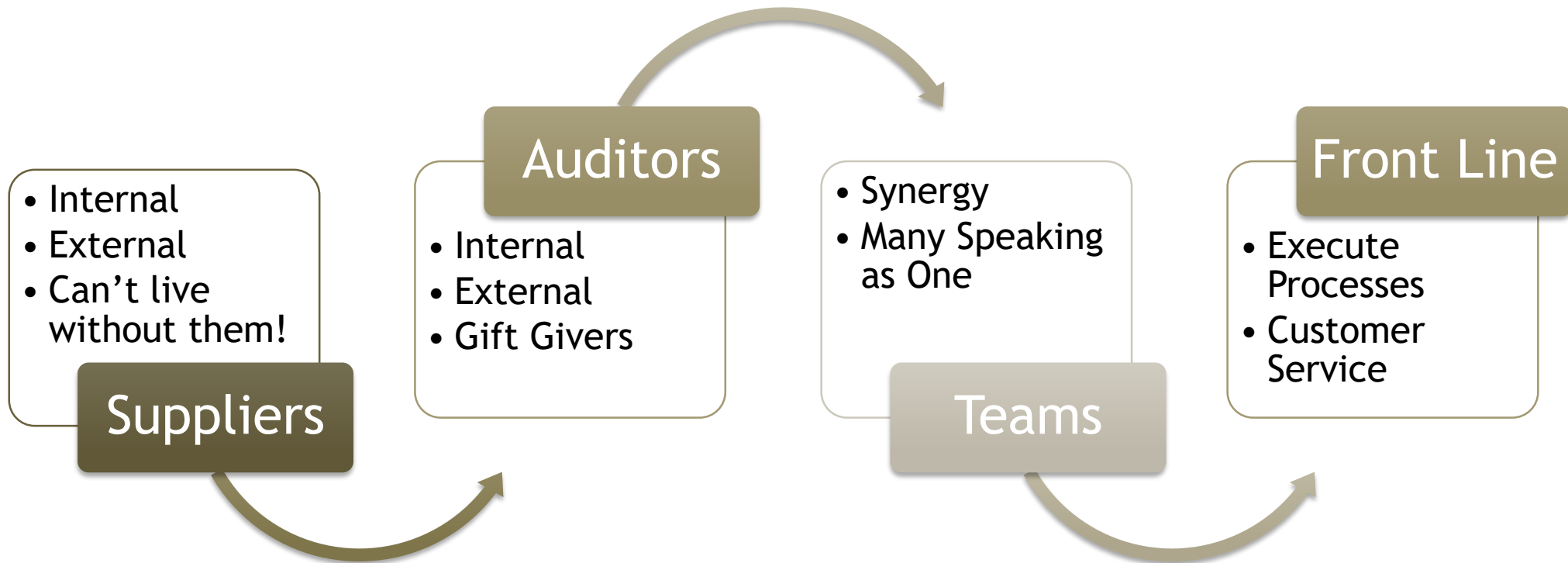
Regular Strategic
Meetings or Coaching
Sessions

“Without Accountability, There Will Not Be Performance.”

Internal Customers and Stakeholders



Internal Customers and Stakeholders



What Drives Success?

Your Toughest Challenge



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Customer Relationship Challenges

- ▶ Customer Considerations
 - ▶ Perspective
 - ▶ Project Pressures
 - ▶ Past Experiences with Organization
 - ▶ Past Experiences with Project
 - ▶ Personality Type
 - ▶ Recognized Expertise Level
 - ▶ Communication Abilities



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Customer Relationship Challenges

- ▶ Sometimes They ARE the Smartest Person on the Topic
- ▶ Sometimes They ARE NOT
- ▶ Sometimes They ARE a Rocket Scientist

#1 PROBLEM
Effectively
Communicating
with Your Customer

6-Pack of Tools For Problem Resolution



6-Pack of Tools to Facilitate Problem Resolution

Ask to Visit the Customer in Their Office

Request a Tour of His/Her Facilities

Request to observe performance to validate their product

Listen - Listen A Lot!

How Can You Improve their service? Work in Parallel!

2 Question Oral Customer Service Survey

- Overall
- Communication

Winning Customer Management



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THE 2 QUESTION SURVEY

Winning Customer Management

1. How Are We
Doing?

Not Writing Anything

Eye to Eye Contact

Listening for any Nuanced
Comment

Wants to Give Feedback,
But Doesn't Know How

2. How Is Our
Communication?

This Is Really the Key

If This is Bad - So is #1

This Can Be Improved
Immediately

Winning Customer Management

How You Win Your Customer

- ▶ At the next break or end of day - you must think objectively
- ▶ Rate from 1 to 4 for each Question based ONLY on Customer's Comments
- ▶ Your Opinion Absolutely Irrelevant
- ▶ Share With Your Team Immediately - and Make Adjustments
- ▶ Do This Regularly (Not Less Than 1 each Quarter)
- ▶ After 2 or 3 sessions, you can start Trend Lines

If > 1 Customer - Great Discussion for Team

Exercise on Customer Ratings



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Questions

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