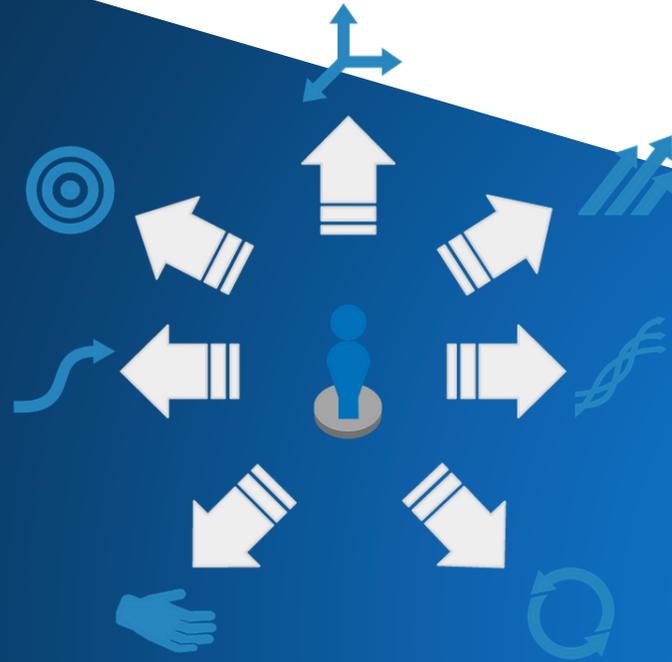


## Manage to Lead System Online Interactive Overview



**WELCOME**  
Session Starts on the Hour

---

### Enter in CHAT:

- *Where you are Zooming in from?*
- *What is most important for your organization to do differently next?*

### Note:

- Leave video on.
- Leave your microphone unmuted.

# intelliVen

Intelligent Strategies. Successful Ventures.

## Manage to Lead System Online Interactive Overview

January 13, 2021



**Note:** Following today's session, ASP will host a discussion for past and present ASP MtL Overview Registrants to network and dialogue about MtL and Strategy. Anyone with an interest in Strategy is welcome to join us. Just stay on this Zoom call when the session is over.

# Session Leaders



**Professional CEO**

## Peter DiGiammarino

- Led ventures acquired by General Dynamics, Booz Allen Hamilton, CGI, Oracle, Unison, among others.
- Founded and runs IntelliVen to help leaders and teams get clear, aligned, and grow to reach their full potential.



**OD Competent Business Leader**

## Peggy Alfonso

- 30 years helping telecommunications, financial services, and the federal government leaders imagine, shape, and implement large-scale organization, systems, and process change initiatives.
- Contributed significantly to MtL System design, development, and delivery.

# Purpose of Today's Session

- For you to experience several innovative tools, methods, and principles that support planned change.
- Share why, and how, executive teams can use MtL to reach their potential to perform and grow.

# TOPICS

- **Manage to Lead (MtL) roots**
- **Introduce MtL tools**
  - WHAT-WHO-WHY
  - CHANGE FRAMEWORK and Initiative-to-Action
  - Leadership Support Structure
- **What makes MtL different and how to access MtL**

# MtL System evolved over 30+ years by a team of OD Competent business leaders.

Grew and sold IP Mgt firm for \$35M

Grew and sold Cyber IT firm for 3X initial value

Grew and sold Consulting firm for 4X initial value

Grew and sold OD and CM firm for 2X initial value

Grew and sold S/W & Services firm for 3X initial value

Grew and sold S/W & Services firm for 4X invested capital

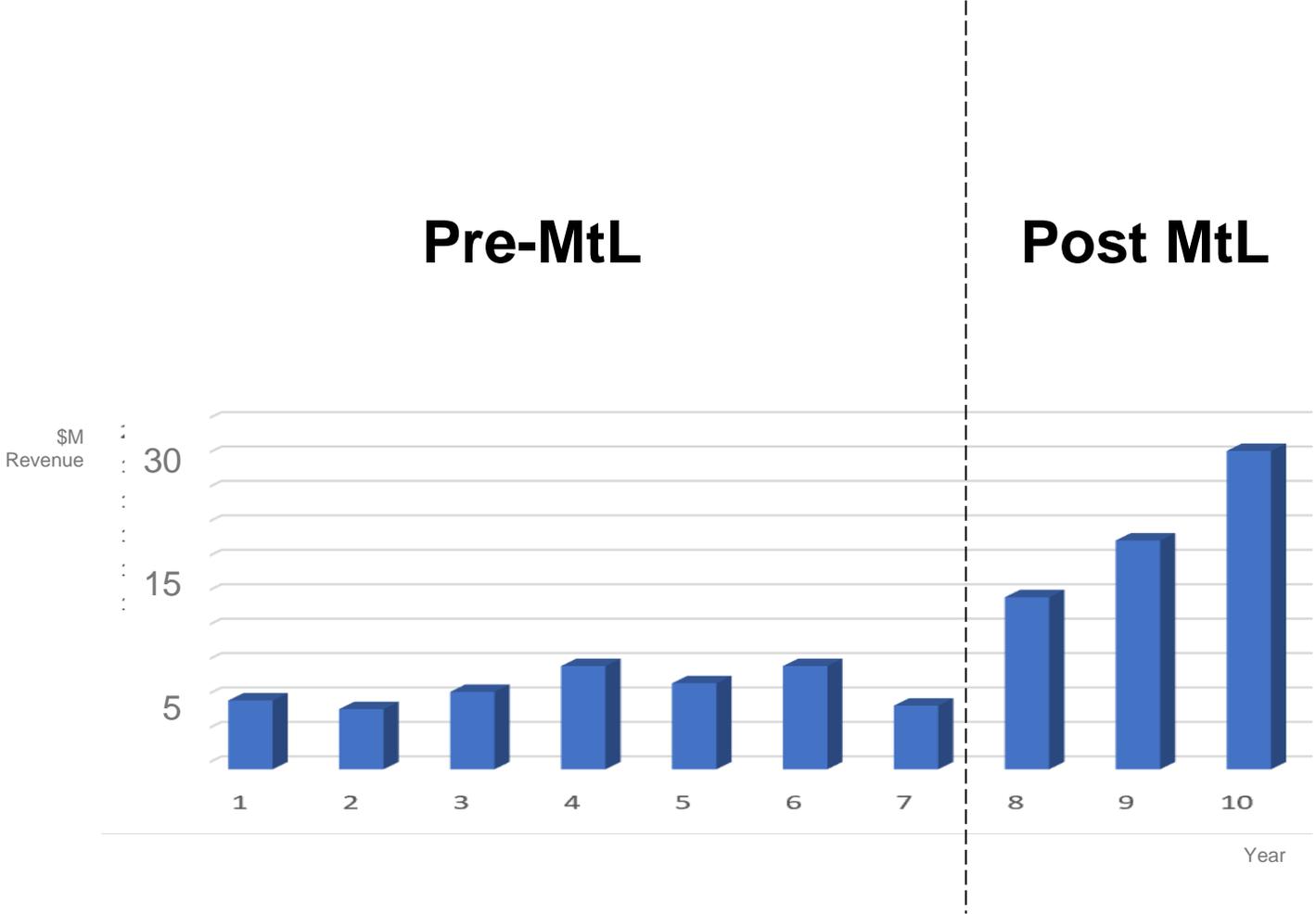
Grew and sold Electronic Discovery firm for 40X initial value

Helped grow startup IT company to 10,000 people and \$1B

## Lessons Learned

- Amazing things happen with focus when top team members each take on their share of collective responsibility for organization purpose, ways, and jobs.
- **Even small differences in how team members think, talk, and act have major consequences.**
- Leaders can ignore, assume, or mandate clarity ... or they can work jointly to **Get Clear, Align, Grow.**
- OD imbued tools, methods, and principles are the key.

# Typical Case





*Truth.* An organization exists to solve a problem for people.

*Action.*

# Get Clear

Know whose problem you solve, how, and how well.



# The \_\_\_\_\_ **[name]** \_\_\_\_\_ organization:

<p>provides...</p> <p><b>WHAT</b></p>	<p><b>[product or service delivered]</b></p>
<p>for...</p> <p><b>WHO</b></p>	<p><b>[position/persona of identified buyers]</b></p>
<p><b>WHY</b></p> <p>they pay for it.</p>	<p><b>[better, cheaper, faster solution to important, pervasive, persistent problem]</b></p>

# The \_\_\_Facebook\_\_\_ organization:

provides... <b>WHAT</b>	
for... <b>WHO</b>	
<b>WHY</b> they pay for it.	

# Practice Case: Facebook



**OBJECTIVES:** Discern an organization's W-W-W.

## INSTRUCTIONS:

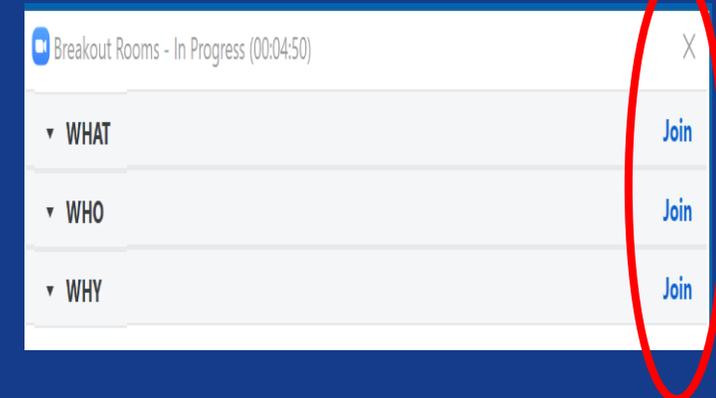
2': Click the link in Chat to access the W-W-W template.

- Enter "Facebook" as the Organization
- With Facebook in mind, enter what you first think of for WHAT, WHO, and WHY

5': Click **Join** to enter the WHAT, WHO or WHY room of your choice:

- Greet each other and select a recorder.
- Share and discuss entries for your room's W.
- Agree as a group on an entry for that room's W and assign someone to report out on what you came up with.

3': Return to the main room ready to share and discuss.



## The \_\_\_Facebook\_\_\_ organization:

<p>provides...</p> <p><b>WHAT</b></p>	<p>Online community which became an Advertising platform</p>
<p>for...</p> <p><b>WHO</b></p>	<p>Marketing leaders of companies and ideal</p>
<p><b>WHY</b></p> <p>they pay for it.</p>	<p>Highly targeted messaging to highly populations of people</p>

**WHAT MOST PEOPLE THINK ARE FACEBOOK'S WHAT-WHO-WHY.**

The \_\_\_\_\_ **Facebook** \_\_\_\_\_ organization:

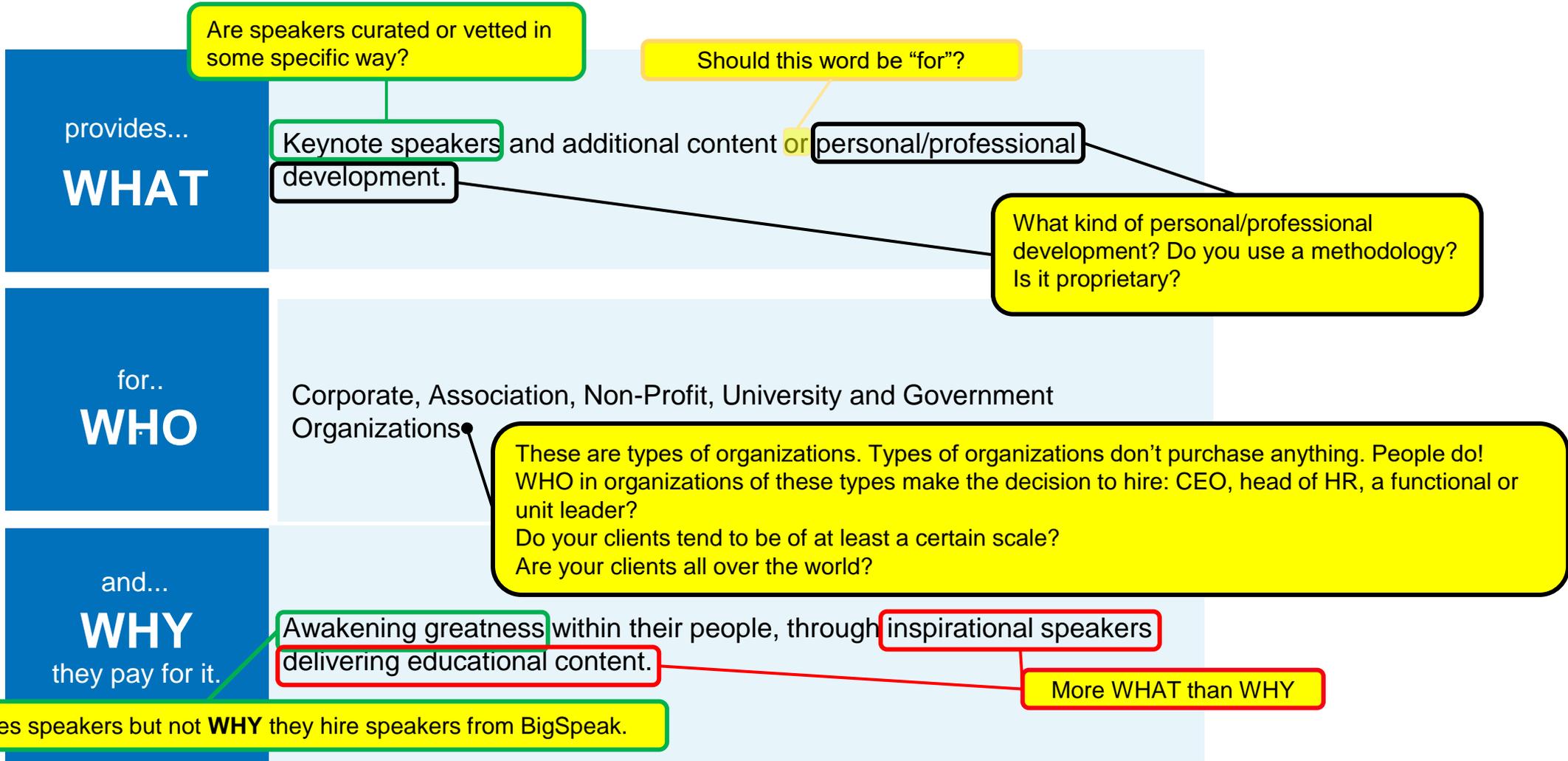
<p>provides... <b>WHAT</b></p>	<p><b>A place to store and access pictures and stories.</b></p>
<p>for... <b>WHO</b></p>	<p><b>Everyone.</b></p>
<p><b>WHY</b> they pay for it.</p>	<p><b>To stay connected with those you care about.</b></p>

WHAT FACEBOOK SEES AS ITS WHAT-WHO-WHY.

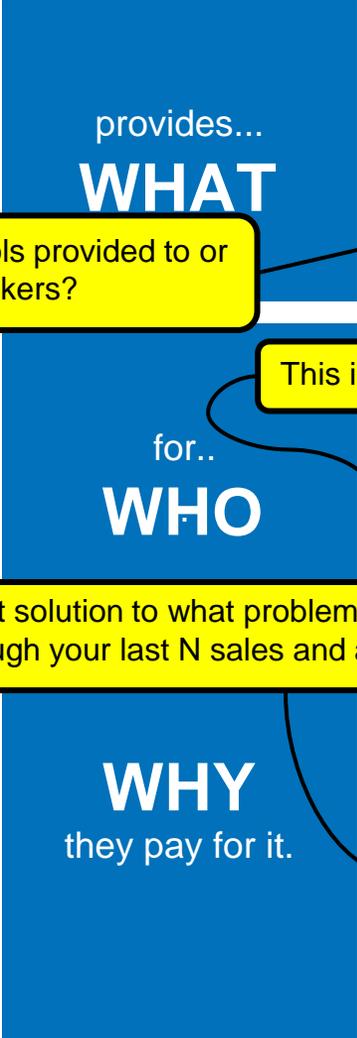
The \_\_\_\_\_ Facebook \_\_\_\_\_ organization:

provides... <b>WHAT</b>	<b>Access to people</b>
for... <b>WHO</b>	<b>Advertisers</b>
<b>WHY</b> they pay for it.	<b>Highly targeted segmentation</b>

# WHAT SpeachCo provides, for WHO, and WHY



# The \_\_SpeechCo\_\_ organization:



Companies are **WHO** not **WHAT**

This explains **WHY** they want speakers

Speakers that provide high expertise to companies for keynotes, break-out sessions and on-going learning to expose people to new ideas and experiences.

Are the Tools provided to or by the speakers?

Tools for personal growth and better ways of being and living.

More **WHY** than **WHAT**

This is incredibly (too) broad. Where would one start to build a list of people to offer your WHAT?

Influencers, Executives and Event Planners within Businesses, Associations, Universities and Non-profits.

The best solution to what problem? Nailing this is key to a good **WHY**  
Go through your last N sales and ask **WHY** they chose to do business with BigSpeak over other options.

- A Trusted Partner who:
- Demonstrates deep listening and understands our needs
  - Makes me feel rest assured that they are providing the best solution for my organization
  - Has an easy process to provide curated and vetted experts for our group
  - Is completely vested in the outcome

Sounds like **HOW** not **WHY** people buy it from you

This sounds like a **WHY**

How so?

# SpeechCo W-W-W for Talent Clients

provides...  
**WHAT**

Trusted partner who nurtures, manages, and grows my speaking business, providing:

- Personalized representation and consultation to meet my dynamic speaking objectives.
- Connection to Fortune 1000 companies and major associations.
- Centralized and streamlined process of speaking, with transparency and integrity.

for..  
**WHO**

Established speakers:

- Speaking footage in front of audience, good lighting, audio and delivery.
- Notable achievements: founding companies, best seller, viral footage, associated with big brands, relevant to the times.
- Speaking fees of \$15K or above, generating at least \$50K annually in commissions.
- Additional sourcing partners include: PR Companies, Literary Agents, Management Companies & Speaker Bureaus.

**WHY**  
they pay for it.

My team at BigSpeak values me as a partner and treats me like family. Their expert solutions make my life easier. I'm excited and confident that I've made the right choice in my agency/partner.

# W-W-W Takeaways

- Preparing a W-W-W is more of a challenge than it first seems.
- While it is straightforward for a team to upgrade its W-W-W ... it takes leadership and focused effort.
- It is worth the trouble for a team to work on their W-W-W.
- Alignment follows clarity reached jointly.

*Truth.* Context matters.

*Action.*

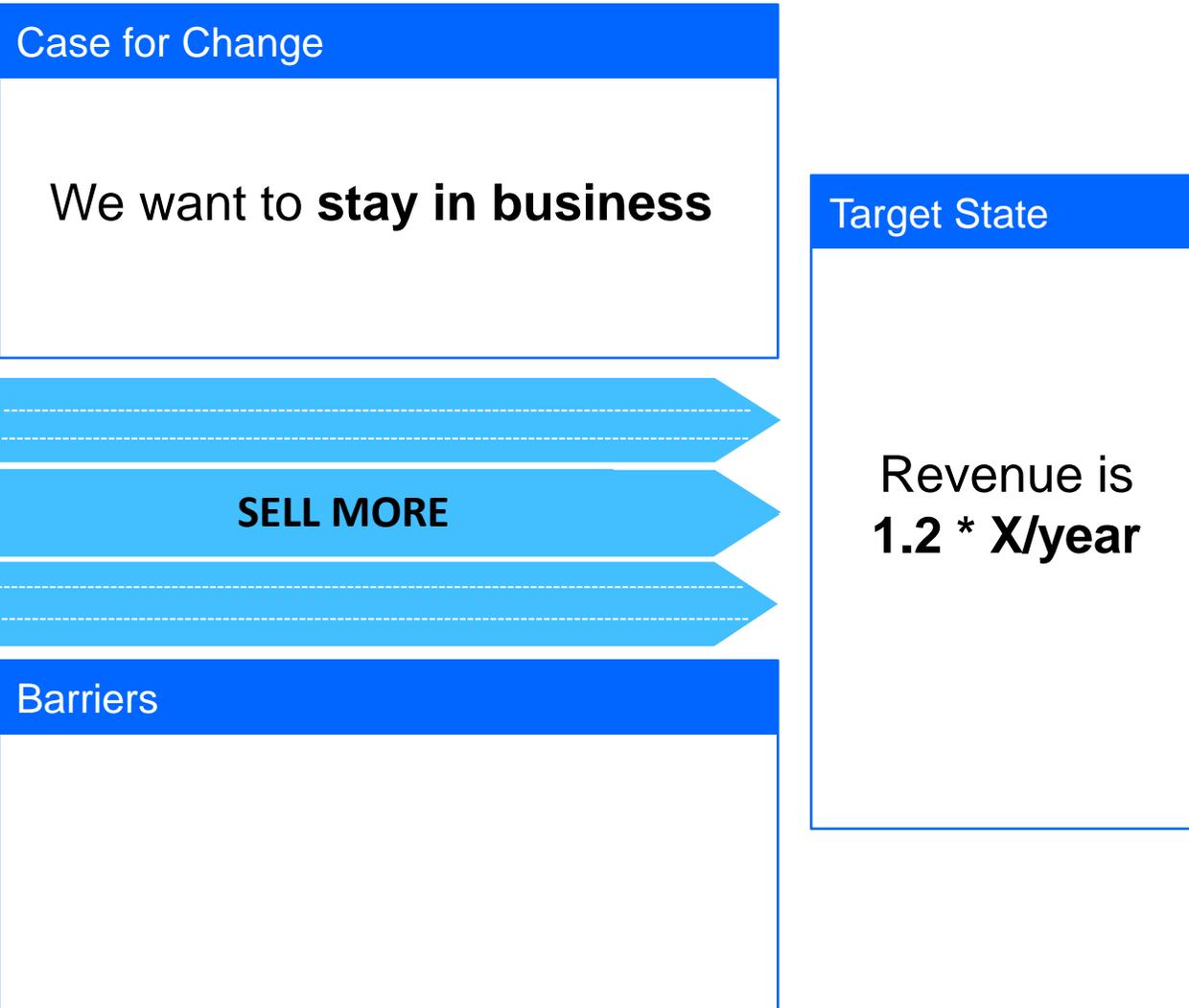
# Plan Change

Decide what must  
change, why, and how.



CHAT: Name an initiative you would you launch in this case?

## Change Framework



**Note: “Sell More” is a goal, not an initiative!**

**Goal:** Sell More

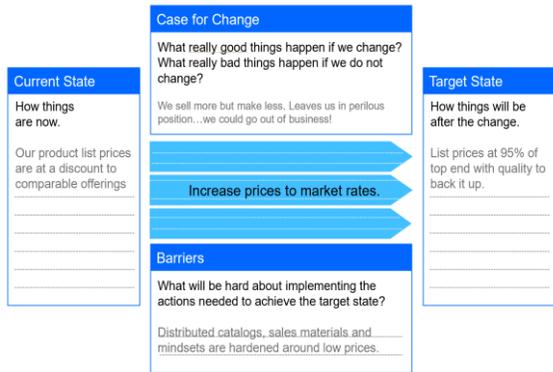
**Initiative:** Launch a campaign targeting sales to tech companies

**Plan:**

- List characteristics of ideal targets
- List all large tech companies
- Determine which three have best potential based on characteristics
- Map key players and their roles
- Develop a call plan
- Develop messages
- Determine who we want to speak with about what
- Determine who we know that knows who we want to call
- ...

# Six Steps to Launching Successful Initiatives

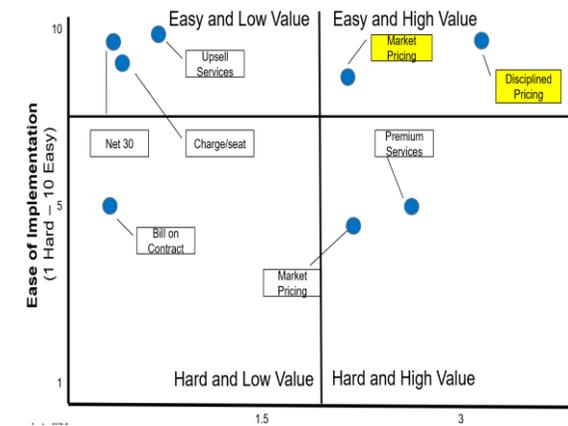
## 1. ENTERPRISE Change Framework



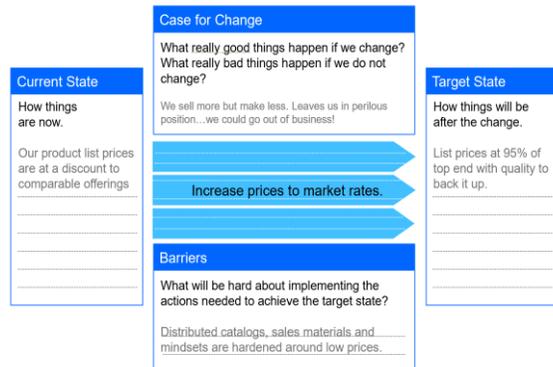
## 2. List All Possible Initiatives

Revenue Initiatives	Ease of Implementation (1=Hard -10=Easy)	Expected Value (\$000)	Executive Sponsor	Business Owner	Notes
Increase prices to market	9	2,000	Fahmi	TBD	4000 * 5*2
Offer premium services	4	1,920	Allie	TBD	80,000/C * \$20 * 12
Disciplined pricing	10	3,629	Bill	TBD	\$1.4M 14% uplift by 1800/mo.
Provide premium services to top customers	5	2,496	Suniti	TBD	100,000 * \$28 * 12 * 5%
Upsell Services	8	1,008	Ahmed	TBD	5 people per mo. On avg for 12/m
Charge per seat	9	480	Matt	TBD	12 * 40
Tie maintenance to then-current base fee	10	800	Matt	TBD	Incremental 4%
Bill upon contract	5	200	Marie	TBD	\$500 * 5/2/1.6
Reduce terms to net 30	9	240	Dan	TBD	7.5% * 3500
<b>Total</b>					\$12,773

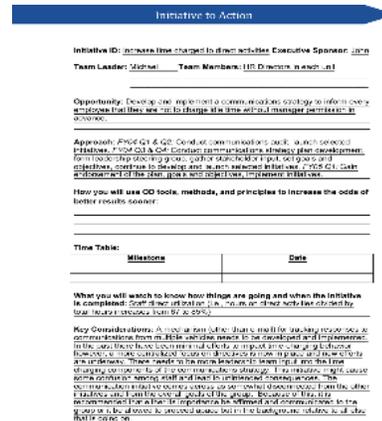
## 3. Prioritize Initiatives via Heat Map



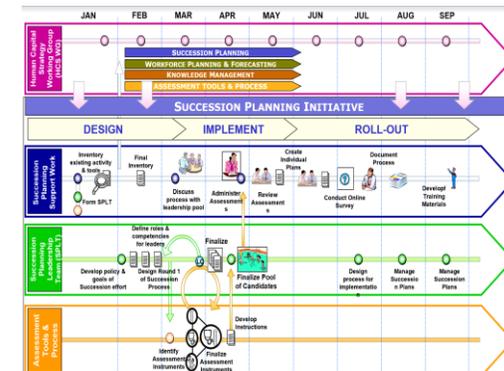
## 4. INITIATIVE Change Framework



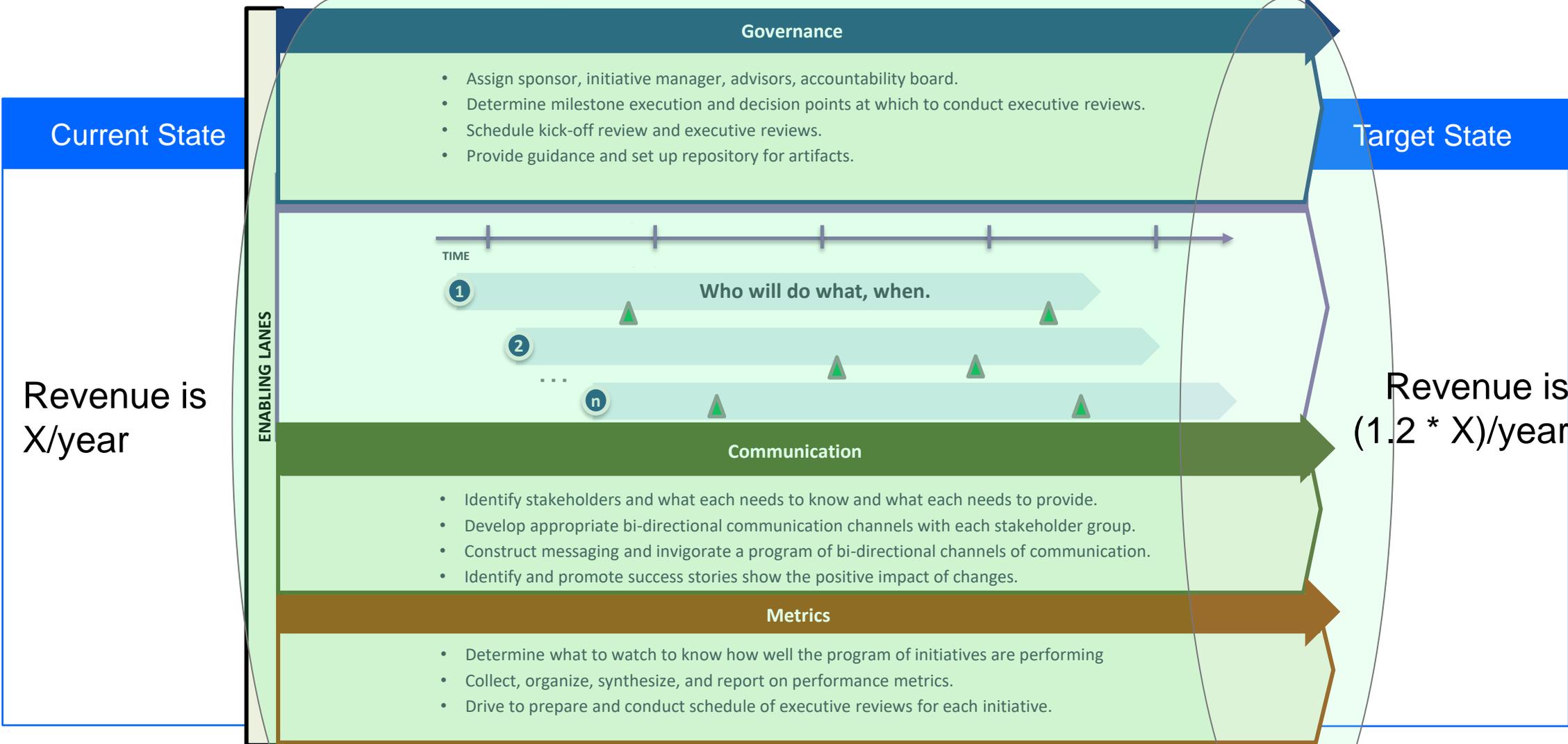
## 5. Initiative-to-Action



## 6. Road Map



# Run Initiative Management System (MtL) to deliver on time, on target, on budget.



Enabling lanes ensure the roadmap is more than a task plan

**WITH TARGET MINDSET AND BEHAVIORS**

*Truth.* No leader succeeds alone.

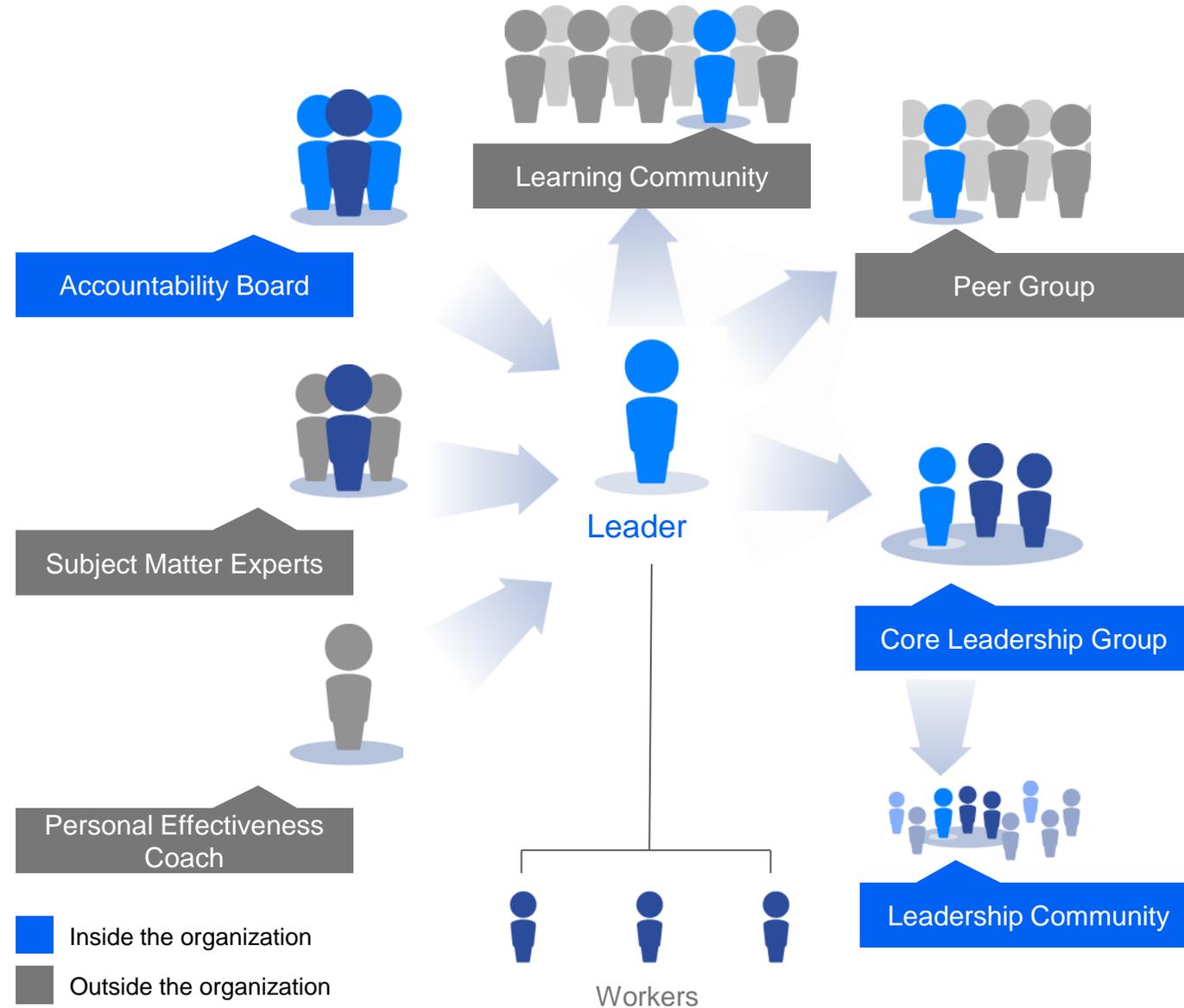
*Action.*

# Get Help

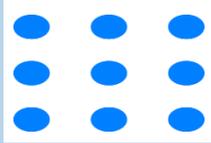
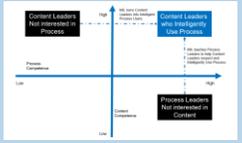
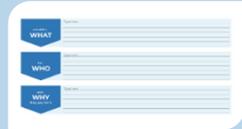
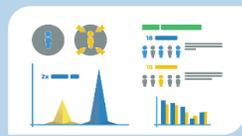
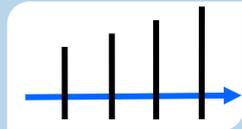
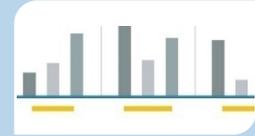
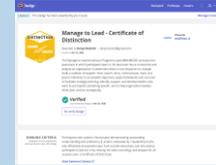
Build a board. Retain experts. Get a coach.



# Support Structure for Leader Success



# Manage to Lead System Road Map

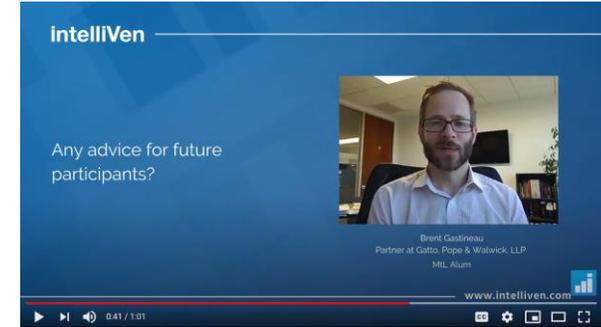
Modules	LAUNCH 1	GET READY 2-5	GO 6-7	GUIDE 8-10	
<b>Actions</b>	<ul style="list-style-type: none"> <li>Get Loose</li> </ul>	<ul style="list-style-type: none"> <li>Get Clear</li> <li>Get Aligned</li> </ul>	<ul style="list-style-type: none"> <li>Plan Change</li> <li>Do &amp; Review</li> </ul>	<ul style="list-style-type: none"> <li>Get Help</li> <li>Grow</li> </ul>	
<b>Tools</b>	<ul style="list-style-type: none"> <li>Nine Dots                              </li> <li>Draft Enterprise Change Framework                              </li> <li>OD + Business Competence                              </li> </ul>	<ul style="list-style-type: none"> <li>W-W-W                              </li> <li>HOW                              </li> <li>HOW WELL                              </li> <li>Leader Roles                              </li> </ul>	<ul style="list-style-type: none"> <li>Enterprise Change Framework                              </li> <li>Initiatives Change Frameworks and Initiatives-to-Action                              </li> </ul>	<ul style="list-style-type: none"> <li>Leadership Support Structure                              </li> <li>Maturity Model                              </li> <li>Skill Mix                              </li> </ul>	<ul style="list-style-type: none"> <li>Board-worthy Management Presentation                              </li> <li>Digital Completion Certificate                              </li> </ul>
<b>Outcome(s)</b>	Unfrozen Mindset	Rigorous Description of Current State	Alignment On: Planned Change    Strategic Initiatives	Initiative Management Setup	

Reflections

Comments

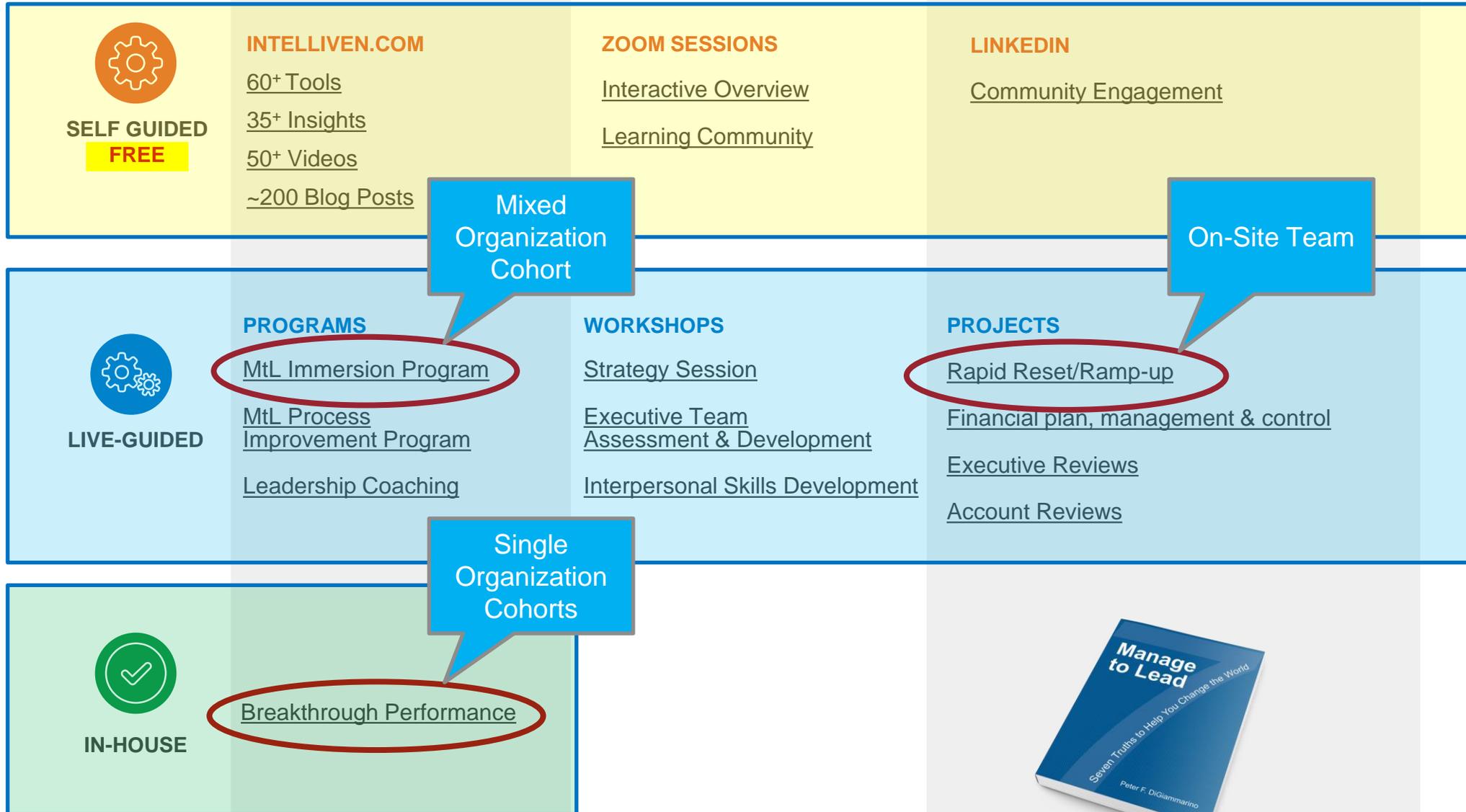
Questions

# MtL System is Different:



- Truths drive a suite of integrated actions for *Your Case*.
- Targets leader, team, and HR/OD Business partner as a collective whole.
- Cultivates independent competence.
- Optimized for online and in-room delivery.

# Ways to Access the MtL System.



# Example On Site Cases

## Unison

Write-up: [Unison Case](#)



## Gemcom

Recap:

**The Right People in the Right Seats**

**Situational Assessment:** Gemcom has come along way in 5 years. We need to ensure we have the people that will take us through the next 5 years. Many of the current leaders will need to be replaced with persons with the right skills. We will need to develop a group of skilled 2IC's.

Current State	Case for Change	Future State
<p>Leaders in regional BU's, Product BU's, and Corporate BU's.</p> <p>Not all BU leaders are the right ones for the next 5 years.</p> <p>Few strong internal 2IC's, broad lack of service leaders.</p> <p>Employees in regions are dedicated and passionate.</p> <p>We rely too heavily on people and have weak systems</p>	<p>To build the industry leader beyond what people believe is achievable today. To provide our shareholders with the returns they expect.</p> <p><b>Regions</b></p> <ul style="list-style-type: none"> <li>- Right VP's</li> <li>- Right management team: Sales, Service, Finance</li> </ul> <p><b>Product BU's</b></p> <ul style="list-style-type: none"> <li>- Right BU leaders</li> <li>- Right product managers</li> </ul> <p><b>Corporate</b></p> <ul style="list-style-type: none"> <li>- Right executive team: CEO, CFO, CTO, CMO</li> <li>- Right support team: HR, Controller, PLM, R&amp;D</li> <li>- Right systems: CRM, ERP</li> </ul> <p><b>Barriers</b></p> <ul style="list-style-type: none"> <li>- Impact on BU's if poor transition.</li> <li>- Labor laws.</li> <li>- Scarcity of mining sector talent.</li> </ul>	<p>Dynamic, growth oriented leadership team capable of generating 20% CAGR Organic growth and \$50m via acquisition.</p> <p>Regional BU leaders capable of 2X to 3X organic revenue growth while effectively integrating acquisitions. Product BU and development leaders capable of achieving organic and acquisition growth targets.</p> <p>Significant crop of dynamic and energetic 2<sup>nd</sup> level mgrs</p> <p>Very effective HR people and programs driving a culture of performance</p>

0:49 / 2:24 PY2018 Management Conference Gemcom Confidential

Detail Walkthrough:

**Gemcom** 12

*The Market Leader in Mining Software Solutions. Our people, process and technology are transforming the mining industry, enabling our customers to increase productivity and by solving their business issues.*

**Gemcom provides**

<b>WHAT</b>	software and services that assist our clients discover, measure, design, plan, and manage their mining operations from exploration through processing	
<b>WHO</b>	individual mines and mining organizations across all commodities	
<b>WHY</b>	improve their productivity through enhanced visibility, control, and transparency of the mining value chain	

Gemcom Confidential **GEMCOM**

## To Learn More:

- Schedule an internal overview and Learning System demonstration.
- Request sample Topic Module content with recorded Live Session.
- Get in touch to:
  - Enroll in MtL Immersion Program.
  - License MtL for internal use.
  - Have IntelliVen consultants apply MtL to your case.

# MtL Immersion Cohort 9

## Now accepting applications.

LEARNING SYSTEM OPENS FEBRUARY 3, 2021  
FIRST LIVE SESSION FEBRUARY 17th  
11AM PACIFIC US / 12-2PM EDT

For more information see:

[MtL Landing  
Page](#)

Ideal for leaders and their teams  
with a change in mind to make:

[Apply Now](#)

# Thank you.



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