

**How To Be A Great Manager Teleseminar Series, Module 3**

*The Role of the Organization*

*How an organization can help to accelerate the achievement  
of high priority business outcomes*

# **Dan Coughlin's Free Teleseminar Series**

## **How To Be A Great Manager**

### **Module 3**

## **The Role of the Organization**

*How an organization can help to accelerate  
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high priority business outcomes*

## **Strategy**

### **Points to Remember:**

- **Know the true end game. A strategy is only effective if it helps you to achieve your desired end game.**
- **A strategy is not something you do.**
- **A strategy is a guideline for making decisions. A strategy helps you to decide what to do AND what not to do.**
- **A strategy defines your business, or a part of your business, and the way in which it adds value in the marketplace.**
- **In the absence of a clear strategy, you can do anything, which can lead to customer confusion.**
- **You define your business by the opportunities you turn down.**
- **Great strategies emerge from great awareness:**
  - **Conduct an Organizational Asset Audit.**  
What are we really good at doing?  
What are we really passionate about doing?
  - **Know the Trends in the Marketplace.**
  - **Know What Your Competition Does Well.**
  - **Know What Your Customers and Potential Customers Really Want and Need.**
- **Strategy Development Processes are the poetry of business.**

**(Recommended Resources: *Blue Ocean Strategy*, *The Discipline of Market Leaders*, *Profit From The Core*, *Beyond The Core*, *Managing For Results*, *Execution*, *Confronting Reality* and my special report on *Strategy, Planning, and Execution*.)**

## **Four Ways to Develop a Strategy**

- 1. Define Your Discipline**
- 2. Differentiate Your Approach**
- 3. Stay True To Your Core Business AND Move Strategically Beyond Your Core**
- 4. Compare and Contrast With The Best of the Best**

### **1. Define Your Discipline**

**(Resource: The book called, *The Discipline of Market Leaders*)**

**Product Excellence: *best product on the market and always improving your product at a faster rate than the competition, very high quality, high cost to the customer***

**Operational Excellence: *most efficient operations, large volume, low cost to the customer***

**Customer Intimacy: *provides best total solution to the customer, input is based on customer's desired outcomes, relatively high cost to the customer***

**Which one of these approaches best describes your desired discipline?**

**What are 2-3 things your organization could do to improve performance within that discipline?**

## **2. Differentiate Your Approach**

**(Resource: the book, *Blue Ocean Strategy*)**

- 1. What is the range of factors organizations similar to yours compete on from the customers' perspectives?** (Choose up to five key factors that are important to people choosing between your organization and your competition.)
  
- 2. What is the offering level that customers currently receive on each of these factors from your organization and from your top two competitors?** (Use a square for your organization, a circle for your top competitor, and a star for your second strongest competitor.)

**High**

**Medium**

**Low**

Factor 1      Factor 2      Factor 3      Factor 4      Factor 5

**Choose one factor that you would improve in your organization and one that you would deemphasize in order to differentiate yourself from your competition and still add great value to customers and prospects.**

- **Factor to improve:**
- 
- **Factor to put less emphasis on:**

**Now describe the value your organization would offer to customers after these changes in seven words or less:**



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## **4. Compare and Contrast With The Best of the Best**

**(Resource: Dan Coughlin's Special Report on Strategy,  
Branding, and Execution)**

### **12 Strategies From Famous Organizations**

#### **1. The Democratization Strategy**

eBay has democratized the auctioneering business while IKEA has democratized buying good furniture. This approach is not about offering the lowest prices. It is about expanding the horizons of millions of people who otherwise could not operate in the given arena.

#### **2. Depth and Breadth**

The Walt Disney Company dominates family entertainment so thoroughly both in terms of the breadth of ways they provide entertainment and the depth in which they deliver each method that they virtually own the industry. Their challenges have been largely created when they stepped out of this core concept into far more "adult" versions of entertainment. GE applies the same concept of depth and breadth to developing and deploying their managers across a wide array of companies.

#### **3. The Friendliness Factor**

It is possible for a company to use "friendliness" as an economic advantage over competitors who simply aren't as friendly. Even though everyone has the capacity to be friendly, corporations using this approach understand that few people can deliver friendly service day in and day out. Nordstrom's and Marriott stand out in their respective industries because of the extraordinarily friendly service they provide.

#### **4. Price Matters**

Wal-Mart and Budget Rent-A-Car are just two examples of corporations who use low price as a competitive advantage. This business strategy continues to attract customers and generate profitable growth through small margins and massive volume.

#### **5. The Value of Elitism**

Louis Vuitton and Mercedes-Benz demonstrate the capacity for profitable growth that stems from some consumers' need to feel part of an elite group. The status derived from an "elite purchase" is critically important for these consumers. Organizations who successfully overcome the vast challenges of remaining an elite brand can enjoy extraordinary customer loyalty based on highly emotional purchases.

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#### **6. Iconic Status**

Rarely do organizations fall in this category, but when they do they enjoy a rare blessing. The blessing is the extraordinary demand for their products or services that remains constant for years and years. Coca-Cola and Microsoft represent the rewards of having reached iconic status. Of course, it's hard work to remain an icon forever.

#### **7. The Neighborhood Brands**

This corporate strategy is as old as Tupperware and Mary Kay Cosmetics and as new as Pampered Chef, Southern Living and Creative Memories. The idea quite literally is to get potential customers to open their doors and invite your organization into their homes. This creates a unique advantage over traditional retail stores, but it also provides challenges in the area of marketing and distribution.

#### **8. "I feel a need for speed."**

These organizations understand that all things being equal, they separate themselves from their competitors by delivering the product or service faster than any other organization. Dell and QuikTrip gas stations provide maniacal emphasis on speed and delight customers all the way to the bank.

#### **9. Aspirational Qualities**

Ralph Lauren Polo, Starbucks and L'Oreal provide products that embrace the feeling for consumers they are on their way to a loftier position or a more relaxing lifestyle. This age-old focus on providing hope for millions of consumers brings with it a variety of challenges in terms of maintaining staying power in the minds of the target audience.

#### **10. The Family Traditions**

John Deere and General Motors sell products that are promoted from one generation to the next. Organizations using this strategy focus on items that have been engrained in the minds of family members. They emphasize how these items are part of a family's legacy and have historic value. This strategy requires both a great deal of time to develop such a reputation and a great deal of care in maintaining the integrity of the brand.

#### **11. The Best And Always Getting Better**

Organizations in this category separate themselves from their competitors by developing a reputation for always improving their current work at a rate faster than any competitor can maintain. Intel and Nokia have successfully used this approach to differentiating their products and generating sustainable, profitable growth. The challenge is to not get stuck in a niche that sucks the life out of an organization like quicksand. Another challenge is to not remain in an industry that has become obsolete. This concept of fanatical continuous improvement has to be applied to a general concept and not to a single product.

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#### **12. Combined Strategies**

The secret to McDonald's success over the past fifty years has been their ability to deliver quality products at a great value with fast, friendly and accurate service in clean and inviting environments. These strategies simply cannot be unbundled or delivered sporadically. Organizations deploying a "combined strategy" approach find that their combination of strategies actual becomes a single strategy in and of itself.

**Do you see a comparison between your organization's approach to the market and any of these 12 strategies?**

**If so, which one?**

**What ideas from some of the famous organizations deploying that strategy could you use in your organization?**

## **Planning**

### **Points to Remember:**

- **Each tactic must fit within the strategy.**
- **For each tactic, establish your planned activities.**
- **Define roles and responsibilities for each planned activity.**
- **Be reasonable: it is far better to do less and deliver more than to do more and deliver less.**

### **What are my tactics and planned activities?**

#### **Tactic #1:**

**Planned Activities for Tactic #1:**

#### **Tactic #2:**

**Planned Activities for Tactic #2:**

#### **Tactic #3:**

**Planned Activities for Tactic #3:**

## **Execution**

### **Execution Self-Evaluation Form**

**For each component of execution, rate the performance as  
Excellent, Very Good, Good, and Unsatisfactory**

#### **Before the Planned Activities Happen**

1. Sequence the planned activities \_\_\_\_\_
2. Sacrifice some planned activities \_\_\_\_\_
3. Schedule the activities \_\_\_\_\_
4. Establish a critical path for each planned activity (What's going to happen when and where is it going to happen?) \_\_\_\_\_
5. Assign people to specific roles and responsibilities for each activity \_\_\_\_\_

#### **After the Planned Activities Happen**

6. Follow up with these individuals \_\_\_\_\_
7. Evaluate their performance \_\_\_\_\_
8. Give them guidance and feedback \_\_\_\_\_
9. Give top performers rewards and greater responsibilities \_\_\_\_\_
10. Work to improve the average performers \_\_\_\_\_
11. Remove poor performers \_\_\_\_\_
12. Continually evaluate the efficiency and effectiveness of each planned activity \_\_\_\_\_
13. Be aware of opportunities and dangers and make adjustments \_\_\_\_\_

## **Leverage Your Leadership Council**

- 1. Assembling the Leadership Council**
- 2. Input Process**
- 3. Decision-Making Process**

## **Apply Talent Management**

### **Six Steps**

- 1. Attract Talent**
- 2. Select Diverse Talent**
- 3. Develop Talent**
- 4. Place Talent**
- 5. Enhance Talent**
- 6. Retain Talent**