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# The Life's a Journey

- DC Hey Co.
- Alco Office Products
- IKON – Rikon – Ricoh
- Consulting
- Advising



# **LEADERSHIP VS. MANAGEMENT**

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Which is more important?

# Management vs. Leadership

## Over Managed

- Directional
- Process Driven
- Legalistic
- Org. Charts
- Meetings
- Memos
- E-Mails
- Policies Procedures
- Low Morale/Stress
- Top Performers Leave
- Profits?

## Over Lead

- Lack of Structure
- Few Systems
- Independent Producers
- Flexibility
- Infrequent Meetings
- Low Accountability
- Lower Turnover
- Revenue Growth
- Impromptu Meetings
- Fun
- Profits?

## Which is More Important?

- Neither is good or bad
- Companies are successful with either
- Companies and Teams -
  - Tend to gravitate towards one side or the other
- Companies that excel have a balance  
(Loose/Tight)
- Which are you more comfortable with?
- Develop the other side
- You implement process with leadership

# Management

- Control, development, and maximization of people, things, and money
- Control of Your: Teams, Values, Systems, Processes, Vision, Mission, Structure, Expectations
- Managers set the Outcomes
- People choose the Method (Empowerment)
- Activities are measured against predetermined and agreed upon goals (Accountability)

# Leadership

- Leaders change things and make them better
- Three traits of great leaders
  1. Create or catch the **VISION**
  2. Guide/support their people to fulfill the **MISSION**
  3. Focus on the **GROWTH** of their people
- Appropriately bend the rules
- Personal Goals & Business Goals are met

# Leadership vs. Management

- Managing is making sure you are doing things right
- Leadership is making sure you are doing the right things



# Leaders Fail Forward

- Avoid the natural behavior of:
  - Surprise
  - Panic
  - Blame
- Problem solving
- Learn from the experience
- Handle risk

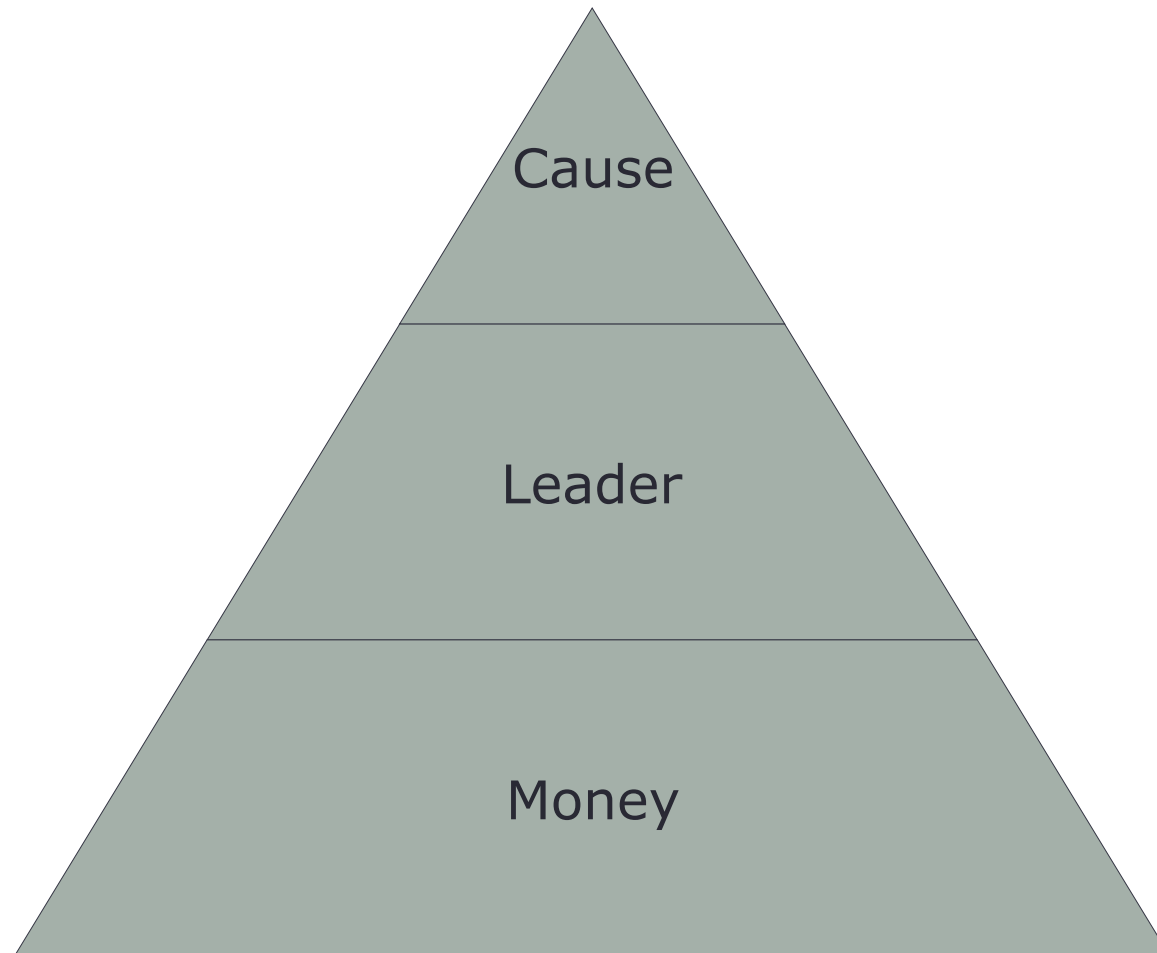
# People/Client Game

- Technology is important
- Your success is more dependent on:
  - The quality of the relationships you have with you people
  - The quality of the relationships with your clients
- Understand and leverage technology
- Grow your people and your client relations
- Managers are the most important connection

# The Purpose of Business

- Deliver Excellent Client Service
- Lead, manage, and develop people
- Establish a vision
- Have a clear Mission
- Create a high performing culture
  
- Making money is the outcome of doing these things well

# Why People Work?



# Perception vs. Reality

Source: Gallup Organization

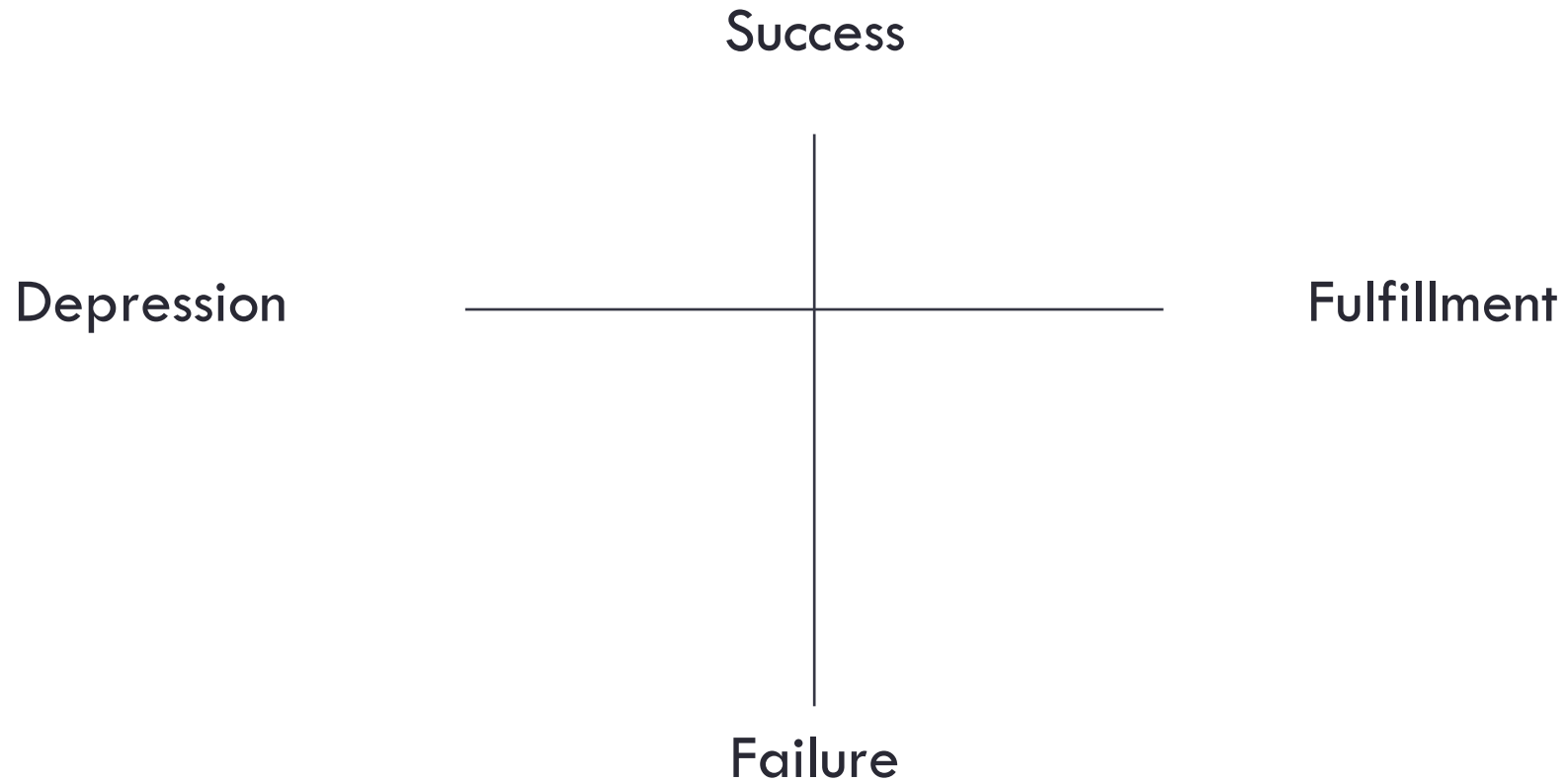
## □ Managers

1. Good pay
2. Job security
3. Growth
4. Good work conditions
5. Interesting work
6. Fair discipline
7. Loyalty
8. Appreciation
9. Personal help
10. Communication

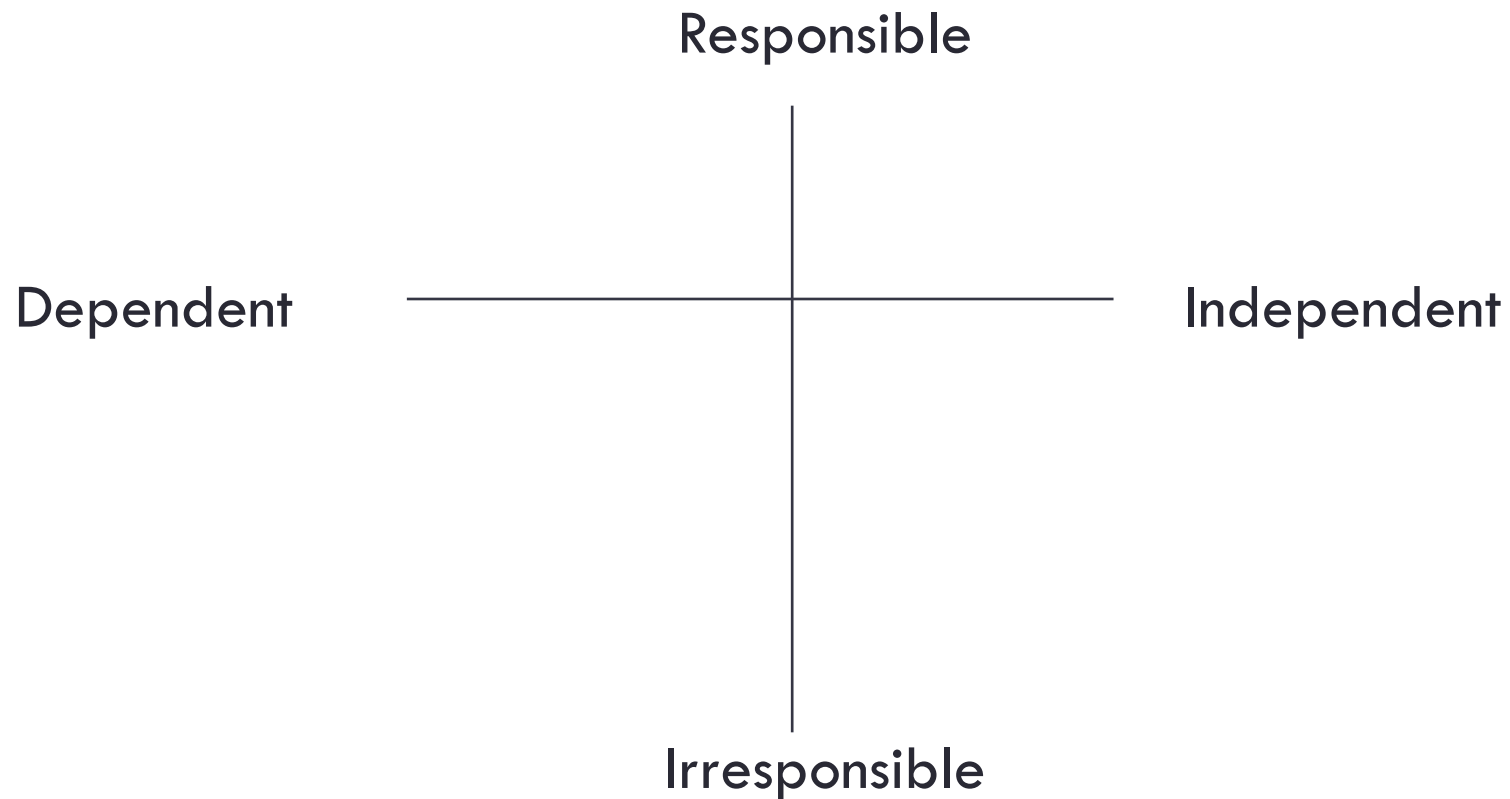
## □ Employees

1. Interesting work
2. Appreciation
3. Communication
4. Job security
5. Good pay
6. Growth
7. Good work conditions
8. Loyalty
9. Personal help
10. Fair Discipline

# Building a Quality Company



# Developing People



**THE PEOPLE WHO GOT YOU WHERE YOU ARE  
ARE NOT NECESSARILY THE PEOPLE WHO ARE GOING TO  
GET YOU WHERE YOU WANT TO GO**

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**IF YOU CAN'T CHANGE THE PEOPLE  
CHANGE THE PEOPLE**





The Ability to Change is not a Function of  
Capacity

It's a Function of **Choice**

# Strategic Thinking

- Vision
- Mission
- Culture
- Financial Model
- Accountability
- Leadership
- Where are we going?
- Values, Beliefs, (J/J)
- What's OK / Not OK  
Every Day Behavior
- Keeping Score/  
Sharing Information/  
How We Make  
Money
- Responsible and  
Independent



# What Managers Must Do Well

- Recruit
- Hire
- Train/Develop
- Manage
- Motivate



YOU

Take a look at this website

[www.opportunityisnowhere.com](http://www.opportunityisnowhere.com)





# What did you see?

- What did your brain tell you?

[www.opportunityisNOWhere.com](http://www.opportunityisNOWhere.com)



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# www.opportunityisnowhere.com

- The brain is draw to negative.
  - ▣ Negative is contagious
  - ▣ Negative amplifies
- The brain moves away from growth.
- The brain loves delay  
(later means maybe never).
- The brain is habit bound.



# Your Biggest Barrier

**YOU!**

Human Nature

The Brain's Hard Wiring Tendencies

Your Old Habits

(They're in Control)

# The Brain: Capable vs. Tendency

## Capacity to:

- Dream
- Innovate
- Observe
- Remember
- Work Smarter
- Change / Grow
- Deliver
- Find Better Ways

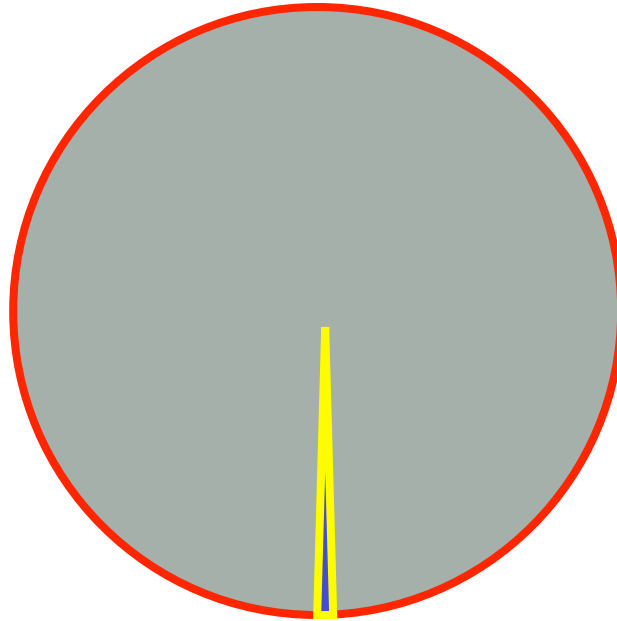
## Hard Wired to:

- Drift
- Repeat
- Ignore
- Forget
- Work Harder
- Resist / Fall
- Delay
- Defend Old Routines

On average, what percentage of potential brain power does an individual develop and apply in a lifetime?



1/100<sup>th</sup> of 1 Percent



1/10,000<sup>th</sup>

Several references: Winter, A., and Winter, R. Build Your Brain Power (New York: St. Martin's Press, 1996); Jaques, E. , and Cason, K. Human Capability: A Study of Individual Potential and its Application (Alexandria, VA: Cason Hall & Co., 1994); Sternberg, R.J. Successful Intelligence (New York: Simon & Schuster, 1996); Perkins, D.N. Outsmarting IQ: The Emerging Science of Learnable Intelligence (New York: Free Press, 1995).

**Value/Minute**

12

1

2

3

On average,  
two minutes  
per hour are used with  
maximal focus.

*The brain is a wonderful organ;  
it starts working the moment you  
get up in the morning  
and doesn't stop  
until you get to work.*

Robert Frost 2<sup>nd</sup> U.S. Poet Laureate

# Growth

## Every Choice / Every Day

- We move toward growth or away from growth
- Growth must be chosen  
(choice not capacity)
- The brain is always doing something
- Being busy tricks us into thinking we're productive
- Busy distracts us from moving forward and towards what matters most



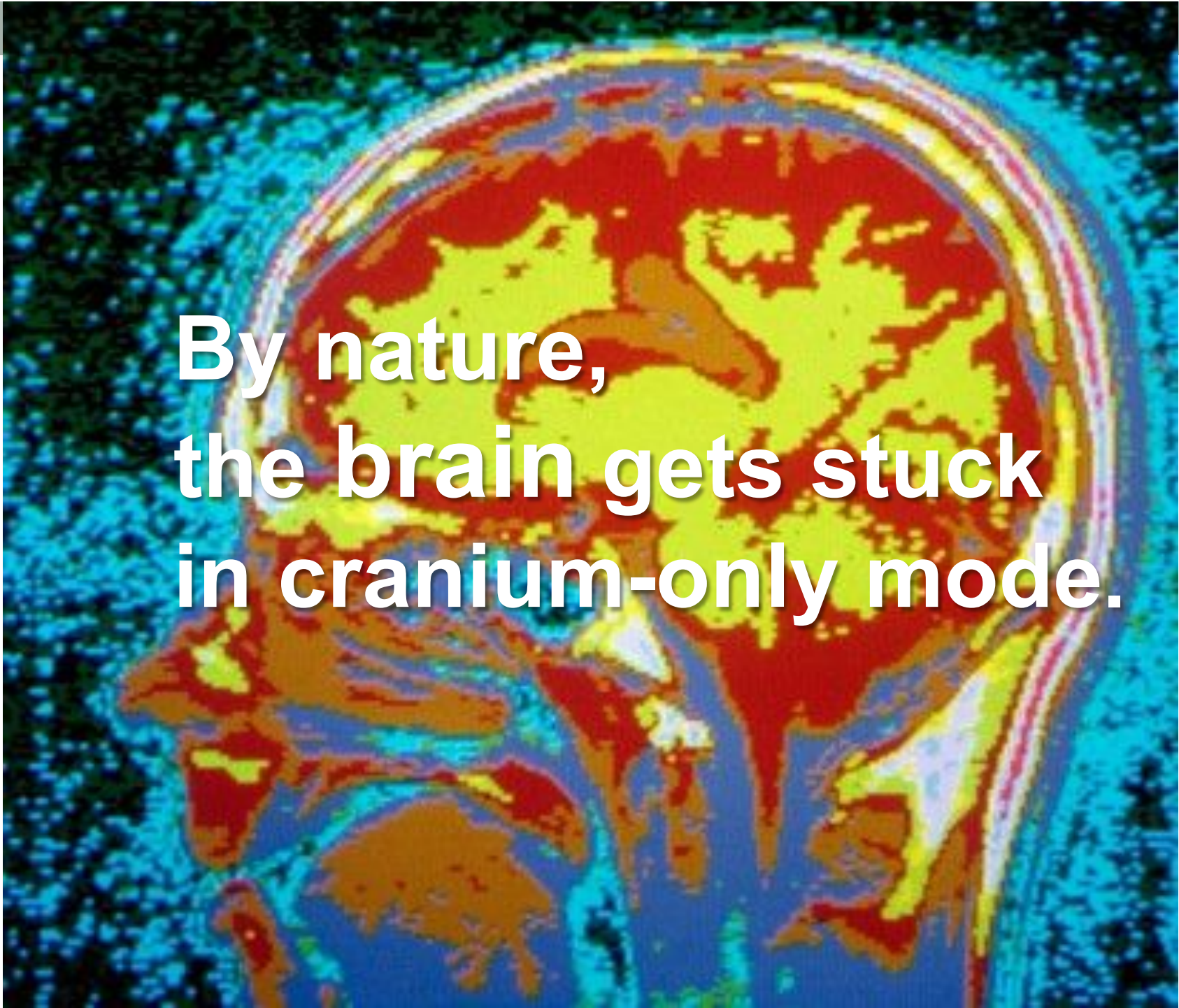
# C.P.A.

- **Continuous Partial Attention**
  - Head down society
  - Distractions – They are everywhere
  - Buzzing, beeping, clicking, email, cell
  - Interruptions break our momentum
  - Loose momentum and you are in big trouble

# Rules for Growth

- Build More / Run Less
- Care More / Carry Less
- Win More / Work Less
- Live More / Regret Less

Regret steals the past/Fear steals the future

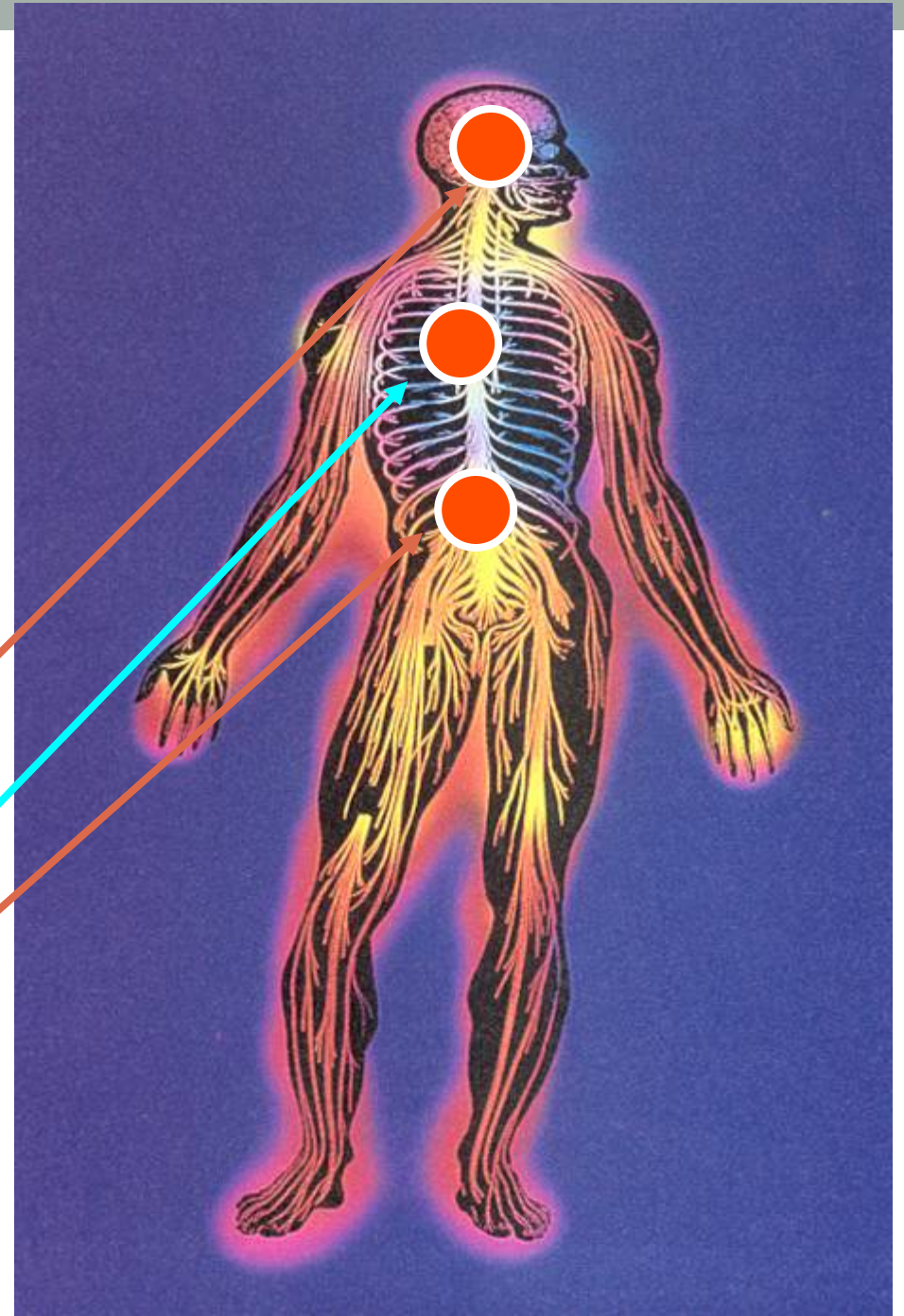


**By nature,  
the brain gets stuck  
in cranium-only mode.**



# Use Your Brains, All of Them

3. Head
2. Heart
1. Gut

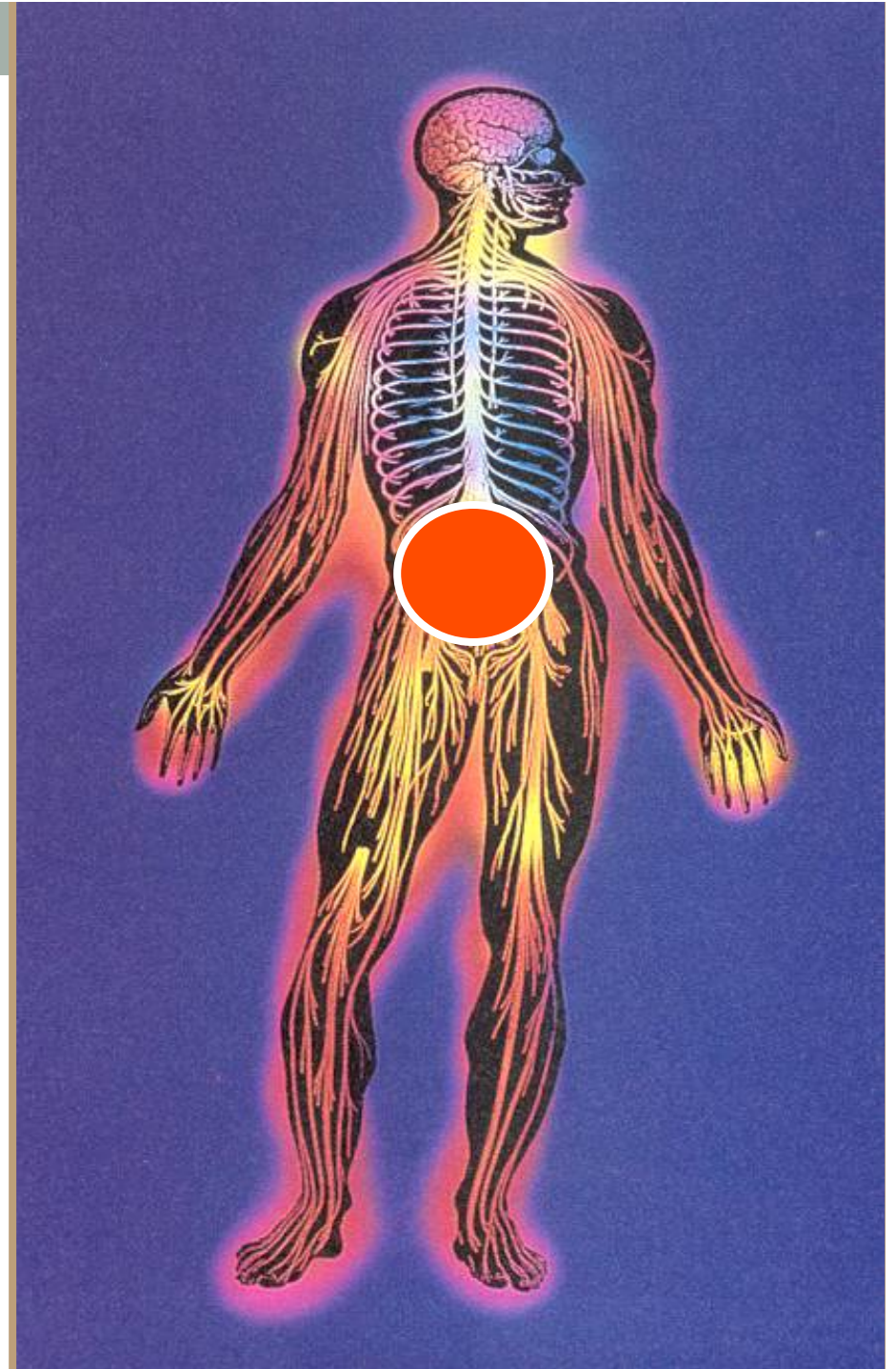


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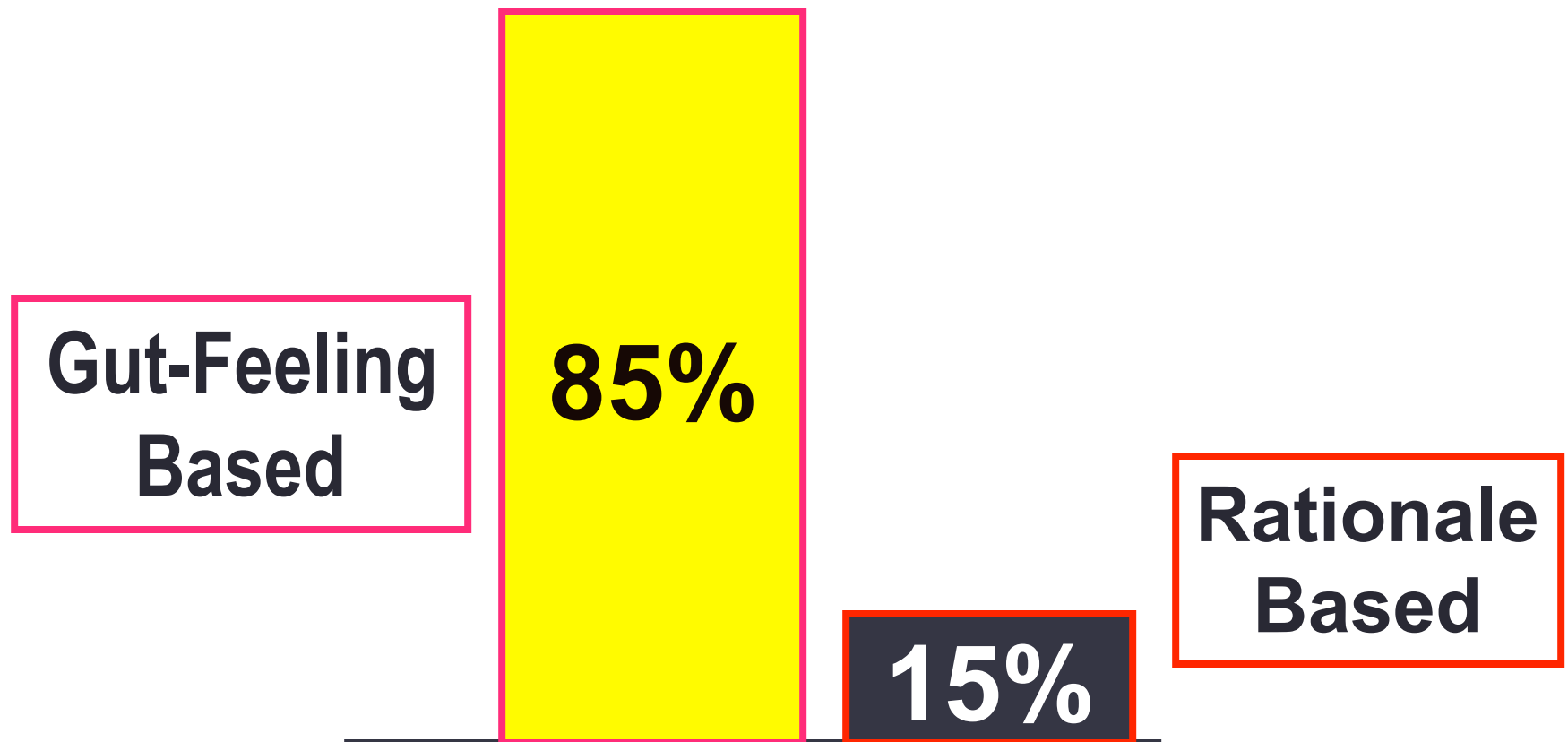
## Brain 1: The Gut

- ENTERIC NERVOUS SYSTEM
- CALLED “SECOND BRAIN” BY GASTROENTEROLOGISTS.
- OVER 100 MILLION NEURONS.
- *UP TO 2 MILLION TIMES FASTER THAN INTELLECT.*

References: Gershon, M., Columbia U  
College of Physicians & Surgeons,  
*The Second Brain* (Simon & Schuster, 1999).



# Leaders Review Origin of “Best Decisions”



Sources include: Rowan, Intuitive Manager (Little, Brown, 1986); Further insights by Perkins, Outsmarting IQ (Free Press, 1995); “The Dyslexic CEO,” Fortune (May 13, 2002)



2

## Brain 2: The Heart

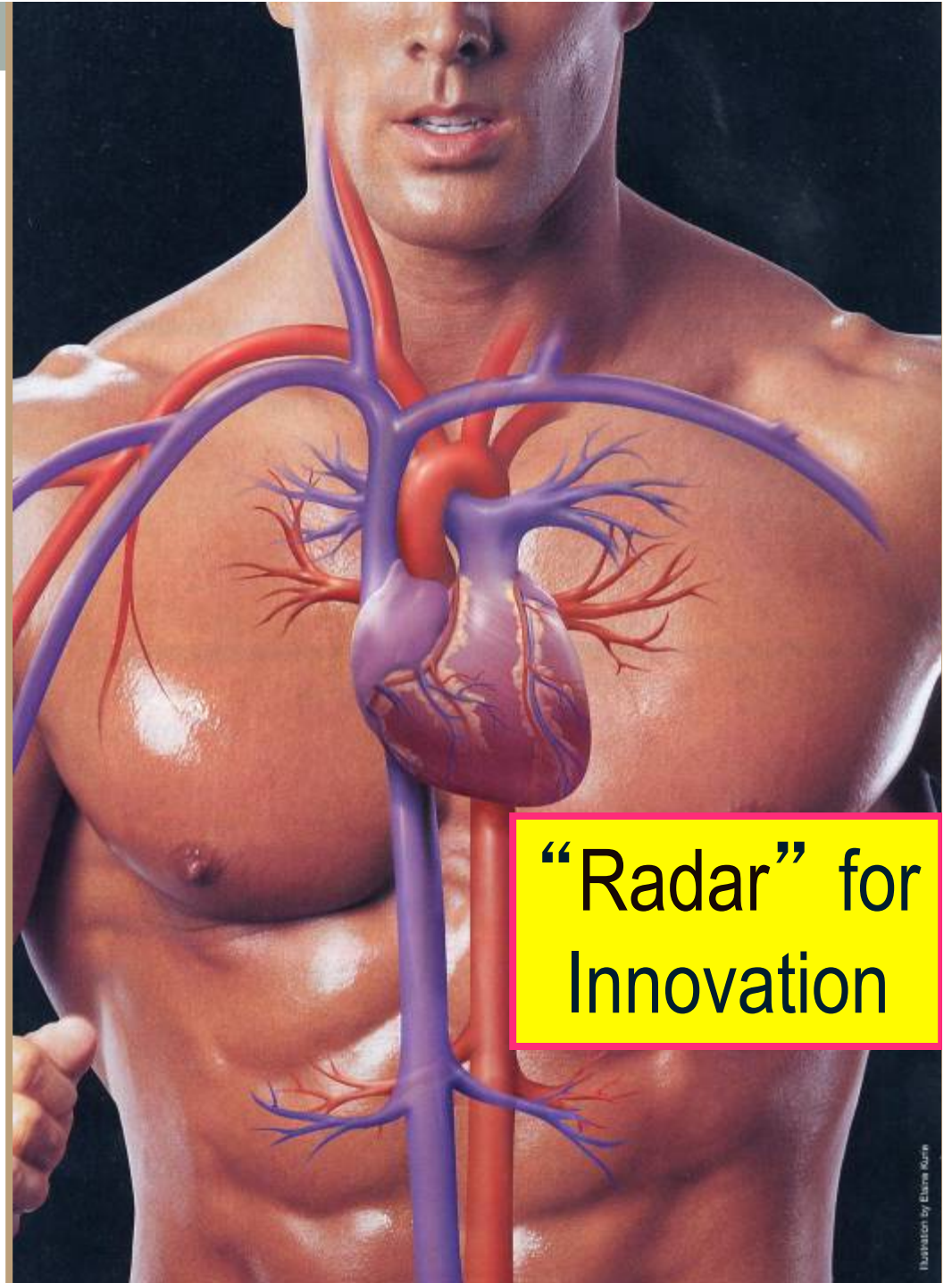
Neurocardiology:

40,000 Baroreceptors

5,000x Stronger EMF than Brain in  
Head

Up to *2 million times faster* than  
*intellect*

References: Armour, J.A., and Ardell, J.L.  
*Neurocardiology*, rev ed,  
Oxford University Press, 2004).



“Radar” for  
Innovation

# *Leadership Mechanism*

## Deliberate Pause

At every important challenge or opportunity:

*What do my instincts say?*

*Are there any gaps here?*

*Any hidden breakthroughs?*

*What's next?*

*What's deeper?*

*What's more?*





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# Capturing the Opportunity

- Bring out your inner strengths
- **Use stories -**  
to remember what's most important
- **Choose growth vs.**  
drifting, delaying, defending
- **Use all three brains**
- **Focus vs. C.P.A. – stay out of the blur**

## Success

- You can't shut yourself off from the demands and stress of the business
- You can use what little time you have to do the important things
- The secret of those few people who accomplish so much with so little apparent effort is:

***PUTTING FIRST THINGS FIRST***



## The Question

Was this worth a piece of your life?

# MANAGEMENT & LEADERSHIP

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