

ENVISION: Create the Future

WHAT IS IT?

- In Touch and externally focused on always meeting consumer and customer needs
- Sees reality clearly – fosters genuine inquiry – gets to root causes
- Develops and leads a vision and strategies that 'change the game'
- Change agent that champions connect and develop, balanced innovation, creativity, benchmarking, and reapplication
- Integrates diverse perspectives in developing the vision and strategies

HOW DO YOU DO IT?

- Understand and articulate current and future needs of consumers/customers
- Lead the process to develop the vision to create internal passion & external inspiration
- Foster innovation through connect & develop and benchmark internal/external to reapply
- Utilize total system thinking and strategy deployment to crystallize business & organization future needs
- Use real life tough calls to reinforce the vision/strategies/principles to prevent drift

WHAT SIGNALS A NEED FOR MORE?

- Influx of new people
- No discussion/debate/questions on current versus future vision
- Lack of strong consumer/customer understanding or focus
- Decline or absence in principle-based decisions or strategic alignment
- People not in touch with reality and competition
- Emerging new business needs

ENGAGE: Build Relationships & Collaboration

WHAT IS IT?

- Builds strong working relationships that create trust and intense candor
- Values and proactively involves key stakeholders to deliver common objectives
- Actively listens and communicates in a transparent way
- Accepts and values others to constructively resolve conflict
- Leverages cross-organization collaboration (internal/external) to achieve best solutions

HOW DO YOU DO IT?

- Deliberately build your personal relationships in your organization and across organizations
- Be known as meeting commitments to others
- Lead the process to identify common objectives forming alliances built on win-win
- Put in place cross organization work processes and flow resources to the work
- Constantly monitor if people feel you sincerely value them
- Personally monitor/sense whether collaboration is strong internal and external

WHAT SIGNALS A NEED FOR MORE?

- There is conflict that does not get resolved and negatively impacts teamwork
- People focus on their function goals versus the bigger business needs
- There is resistance or artificial barriers to flow people to the work
- People quit because of not feeling valued by their immediate boss and team
- Cross organization work processes are broken, ineffective, or poorly defined
- You miss commitments to others

EXECUTE:

Deliver Outstanding Results

WHAT IS IT?

- Develops executable plans and allocates diverse resources effectively to deliver the strategy
- Insures individual work plans are aligned to the plan and fully utilizes individual talents
- Holds themselves and others accountable and inspires the organization by confronting issues and celebrating success
- Routinely reviews progress, surfaces issues, removes barriers, and makes clear and tough calls
- Bias for action. Personally leads and does critical work to role model execution with excellence

HOW DO YOU DO IT?

- Develop clear priorities, measures and plans to implement strategies
- Staff for excellence and have clear accountability both expectations, deliverables and action plans for each person
- Utilize formal business reviews, scorecards, and informal time to provide coaching
- Create sense of urgency on delivering results and implement effective work processes to sustain
- Have a personal action plan for critical work you own and be personally accountable
- Identify and anticipate barriers and risks

WHAT SIGNALS A NEED FOR MORE?

- Results are off track and plans are insufficient to get back on track
- Business reviews and team meetings are not productive
- There is lack of accountability and decision making is slow or unclear
- People become complacent or feel like they are already best in class
- Lack of applying the best work tools in the action plans
- When you let up on learning and reapplying

ENERGIZE: Inspire Others

WHAT IS IT?

- Personally role models the vision PVP's – what they stand for
- Demonstrates genuine enthusiasm for the business and people
- Enrolls the organization in pursuit of the vision
- Acknowledges mistakes. Learns, adapts, and moves on
- Personally knows and supports people – enabling them to be treated the way they want to be treated

HOW DO YOU DO IT?

- Personally embodying the future state and principles in your daily action and decisions
- Being internally passionate and externally inspirational about the business and people
- Constantly learn in front of the organization from success and failure
- Knock down barriers to effectively show support in a way that enables people to be successful
- Creatively enroll the entire organization in the vision – recognize and celebrate progress

WHAT SIGNALS A NEED FOR MORE?

- Principles being ignored, rule based decisions, lack of ownership in the vision and strategies
- People place blame versus working in a positive way to fix problems
- Your sensing indicates the "pulse" (energy) of the organization slows or weakens
- You realize there are a lot of people you do not know or could not support effectively
- Your visibility in the organization is low

ENABLE: Build Capability

WHAT IS IT?

- Develops organization capability to deliver innovation to win at two moments of truth
- Creates an inclusive, entrepreneurial culture with strong business ownership
- Enables others and oneself to do what they do best through effective career development & assignment planning
- Develops themselves and others by passionately seeking to learn, coach, and teach
- Leverages different approaches of all types to get desired business results

HOW DO YOU DO IT?

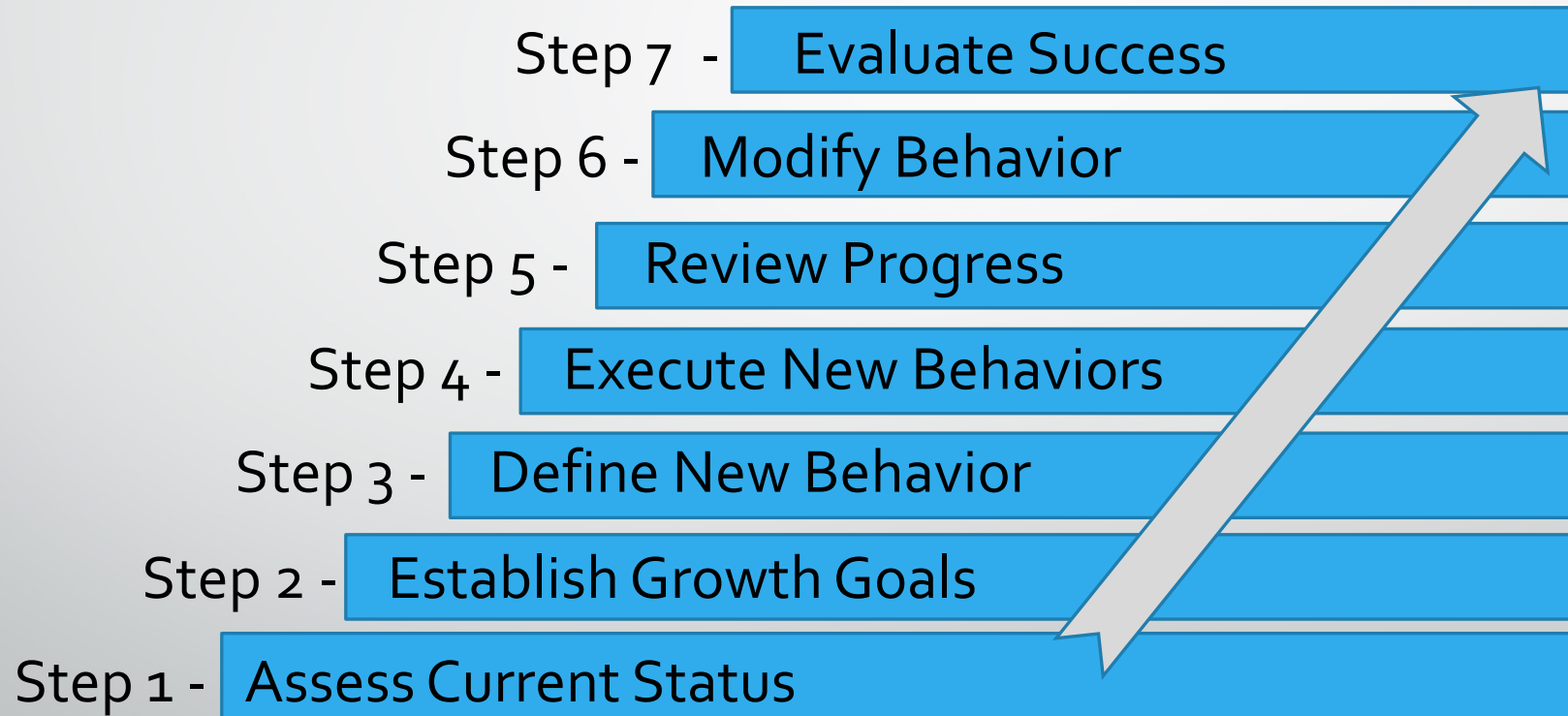
- Foster creativity and new approaches to win with the consumer
- Deliberately encourage appropriate risk taking
- Help people identify their strengths and get them into roles that leverage those strengths
- Establish a learning and training plan to give the organization needed skills
- Being absolutely trust worthy and role model learn-do-teach providing coaching/wisdom
- Personally build and value diversity allowing people to do things their way versus your way

WHAT SIGNALS A NEED FOR MORE?

- You do not have regular contact with consumers and customers
- You have not been to a learning event in the last year and your coaching time for people is inadequate
- There are issues/barriers/capability gaps that are apparent but not removed
- Lack of diversity, lack of mastery or skills only in a few people
- Teams are not diverse, little risk taking or differing points of views are not surfaced

Business Leader Action Plan

Seven-Step Sandler Coaching System



Leadership Role Matrix

Roles	Characteristics	Time Spent in Function	
SUPERVISOR		Current Reality:	Goal:
TRAINER		Current Reality:	Goal:
COACH		Current Reality:	Goal:
MENTOR		Current Reality:	Goal:

Quarterly Check-Ins

Name: _____

Date: _____

Purposes:

1. Stay in touch with you and your professional goals with [QE/Fuels/Minerals]
2. To better understand how we are connecting the goals of the business, your results, and your personal focuses area
3. Determine what help looks like from me to help you deliver excellence in your role

Current State:

What has been going on in the past 3 months?

What are you personally proudest of?

What did you try that didn't turn out the way you'd planned/wanted?

What was your biggest learning?

Future State:

What would you like to do professionally with [QE/Fuels/Minerals]?

What new skills do you feel you would need to learn to accomplish that goal(s)?

How will that goal and those skills help you with your personal goals?

Support:

What 3 things could I do to better support you in your role?

- 1.
- 2.
- 3.

What is your focus for the next 3 months? Why?

