

SANDLER®

BROCHURE

Leadership For Organizational Excellence

" You can be part of your plan
or a part of someone else's. " – **David Sandler**



Move From “AT-RISK” To “EXCELLENT”



AT-RISK: The leader makes most if not all of the decisions, spending roughly 90% of their time in the business. Their cash flow isn't healthy and if the leader wasn't present for a quarter, the business would be in jeopardy.



AVERAGE: The business is run in a reactive manner. The leader spends 30-50% of their time in the business as a doer. Cash flow is average.



WELL-MANAGED: Respected in their industry, and likely in the top 25% of businesses measured in terms of professional leadership, these organizations are nevertheless vulnerable. The company has not yet created a leadership culture in which organizational excellence is second nature, regardless of personnel changes.



EXCELLENT: Here, professional leadership is a daily reality, exemplified by a disciplined, sequential, continuous, and repeatable process that propels the business into the upper 5% of organizations. These companies are always improving their present situation—and always looking forward. For leaders, and everyone else at these organizations, excellence is a way of life.



Too many leaders don't know what they don't know about the **obstacles they face**, and are not interested in finding out.

The Blind Spots Syndrome

As it happens, there are certain predictable ways that a **Blind Spots Syndrome** develops. At Sandler, we've noticed that the businesses in the At-Risk, Average, and Well-Managed categories typically fall prey to more than half of these common leadership issues.

Classic Blind Spots

- **Not being in recruiting mode.** The best companies are always on the lookout for the best people. Are you only in recruiting mode when there is a staffing emergency?
- **Not establishing a process for hiring.** Following a "gut feeling" is not enough. You need a clear, quantifiable hiring process, and everyone who hires employees needs to follow it.
- **Not tying corporate goals to personal goals.** This needs to happen at the individual employee level, which means managers must gain a deep understanding of the personal aspirations of those who report to them.
- **Not creating and sustaining a culture of accountability.** Creating a culture of accountability from the top down requires that leaders show vulnerability. The leader's personal example is the biggest determinant of success in this area.
- **Not creating a common organizational language that supports constructive problem-solving.** This is particularly important with interactions between departments (such as marketing and sales).
- **Not capturing best practices.** Document what your top performers do and build their best practices into the onboarding and performance review processes. Assuming management staff do not need training and coaching. Most managers do not receive basic management training or reinforcement, and they should.
- **Not knowing how to coach.** Contrary to popular belief, coaching is not "telling them what to do." It's supporting employees in a one-on-one setting and asking them the questions that enable them to take personal responsibility for their own personal and professional development.
- **Not building the bench.** Like a professional sports team, your organization should be developing a reliable pool of emerging talent, not just a few superstars.
- **Not focusing on lead generation.** This is the lifeblood of your business. Fostering a culture of learned helplessness. Leaders, and everyone else, can fall prey to dysfunctional communication patterns that undermine a sense of personal responsibility. This needs to change – starting at the top.
- **No methodologies and systems.** When everything is improvised, inconsistency carries the day, and predictable events – like key people leaving or getting sick for an extended period – lead to major, immediate problems. It doesn't have to be that way.
- **Not sharing the vision with those tasked with implementing it.** Only people who share and are aligned with the leader's vision for the company can evangelize on behalf of it. This vision must be constantly reinforced over time.



Even **ONE** of these blindspots can kill a business.

The Antidote To Blind Spots

The key to overcoming blind spots is a proven leadership model known as the Six P's.



1 Planning

- What are your personal priorities?
- Does your vision for the business support those priorities?
- What are your top three Key Priorities for the business?

2 Positions

- What is the ideal organizational chart?
- What should the job descriptions say?
- What attitudes and habits do you not want in the organization?

3 People

- Which current employees will fit in immediately with the strategic plan?
- Which current employees might fit with some development?
- How do you recruit, hire, and retain talented people to fill the gaps?

4 Processes

- How should you document and formalize best practices into clear processes that people can and do follow?
- What processes need to be updated?
- What processes need to be created from scratch?

5 Performetrics

- What kinds of tracking reports and dashboards should you use?
- How should you build performance metrics into specific job descriptions?
- How should you conduct performance appraisals?

6 Passion

- What will make the journey toward excellence a way of life -- not just a short-term project?
- How do you sustain the energy and the drive needed to grow the business over time?
- How can you share your passion for what you do ... so that others in the organization are motivated too?

Start Your Journey

Sandler's **Leadership for Organizational Excellence** program sets you and your company on the road to Organizational Excellence...and keeps you moving forward.

Contact us to turn your personal vision for your company ... and yourself ... into reality.

The road to Organizational Excellence has no end ... but it is up to you to begin the journey.

Always Look Towards Improving Your Organization



About Sandler

Sandler is the worldwide leader in sales, management, and customer service training. We partner with organizations of all sizes, across all industries, to help them improve their revenue performance. Sandler not only provides the initial and advanced strategies and tactics needed to excel, but we also empower your team to develop the attitudes and implement the behavior necessary to reach the highest levels of success.

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