

**Princeton Regional Chamber of Commerce
2006 Fall Workshop**

Driving Growth Through Leadership

Dr. Stephen G. Payne

October 17th, 2006 at 7:30 AM

Princeton Theological Seminary

Center of Continuing Education, Erdman Hall,

Cooper Conference Room

20 Library Place, Princeton, NJ

Driving Growth Through Leadership

Prework:

Part 1. Your One-Page Game Plan **Part 2. Your Hot Plate Issues**

We use the first part to set out our current leadership growth goals, strategies and tactics using the One-Page Game Plan template. We say that this covers 2006/7 but you may choose to make it much more short term. The template works by reading down the page. Try to complete it for your leadership job before the workshop.

The last page is the Hot-Plate Issues template for you to complete.

Please bring at least 5 copies of Pages 7 & 8 to the event so you can share with your workshop group.

Page 9 is a map showing Erdman Hall.

GLOSSARY

VISION STATEMENT: Is a visible, motivating declaration of your intent to create something new.

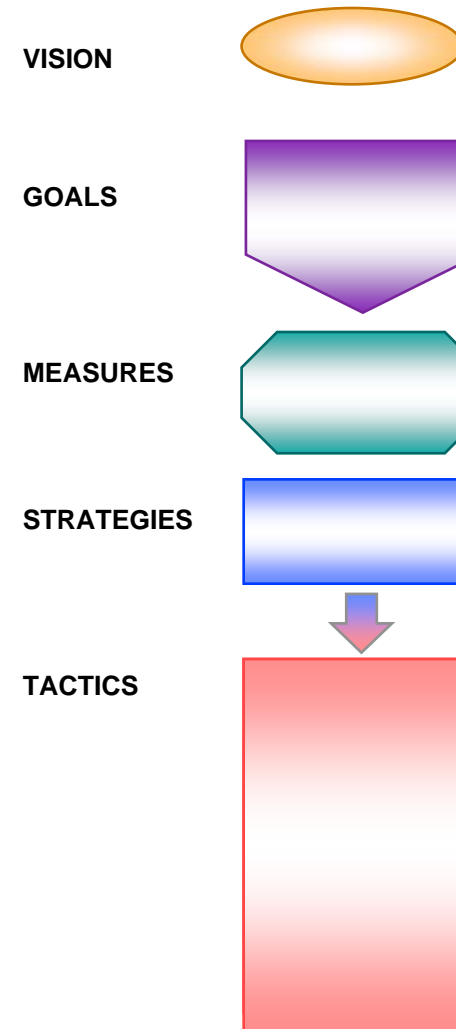
GOALS: What you have to accomplish by 2006/7 recorded in a way that is clear and measurable.

MEASURES: Metrics you use to measure your progress toward achieving the goal.

STRATEGIES: A powerful high-level statement of how you plan to get to the Goal.

TACTICS: The series of clearly-stated, connected, steps you will execute to perform the Strategy.

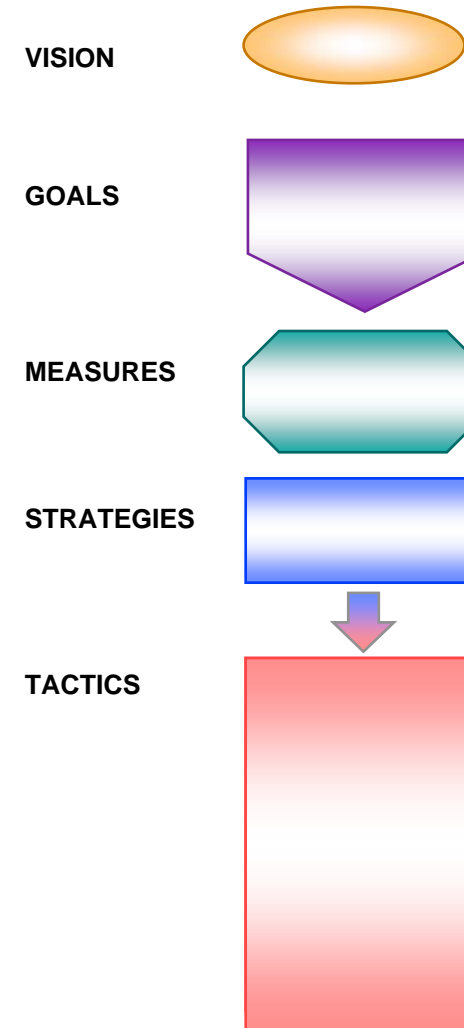
SYMBOLS



THE FIVE KEY QUESTIONS

1. What are the most important aspirations for my organization?
2. What are my and my team's goals, and are they linked to the bigger organizational picture?
3. Can we see clearly the progress we are making whenever we need to look?
4. What internal and external forces have caused directional changes since we last looked?
5. What are the most important things we need to emphasize right now in order to meet our goals?

SYMBOLS



Part 1. Complete The 2006/7 Game Plan For Your Organization

Start by stating your Vision then type in your Goals working across the top. Then under each goal add your principle measure of progress and the frequency of measurement.

Then think hard about what your main strategy needs to be to achieve each goal and work down the page beneath each goal typing the strategy and then the tactics you see necessary to follow that strategy.

Don't expect to be able to define the tactics too far into the future: Q1 2007 may be as far as you can see for now, perhaps even less.

If you can't decide your strategy or tactics right now, don't worry. Leave it blank for now. The key thing for the workshop is to get focused on the few key goals. But think: What do you usually do when you don't know what to do to achieve your goals?

The next page is an example, then comes the template on Page 7. Simply click in each box on the template and type.

However far you get in preparing your plan, please bring it to the workshop. Don't forget to save the file, print out 5 copies of pages 7 & 8, and bring them with you.

VISION

The Team With Superior Execution, Customer Penetration, and Profitable Growth

GOALS

- Open 10 New Customer Accounts by Year End
- Expand Production Capacity 35% by Year End
- Increase Customer Service Rating by 5% each Quarter
- Build Team Strength and Morale

MEASURES

- Monthly: New Customer Count
- Weekly: Capacity vs. Prior Year
- Monthly: CSR Survey Results
- Quarterly: Morale Survey Critical needs

STRATEGIES

- Build Contacts From Trade Shows and Follow Up
- Expand and Modernize #2 Production Line
- Expand Field Service Engineering Team and Training
- Communication, Recruitment and Development

TACTICS

- Rebuild trade show stand (JT, Q1)
- Install contact database system (TD, Q1)
- Review and follow up old contact list (BG, Q1)
- Expand trade show sales team (BG, Q2)
- Rapid Improve project on existing lines (TS, Q1)
- Request supplier proposals for ABC and TDS (TS, BD Q1)
- Cap approval plan to Board (TS, Q2)
- Installation of Line 2 expansion (FD, Q3)
- Recruit and train new FSE members (GD, SF, Q1-Q2)
- 3rd party evaluation of FSE training (GD, Q1)
- Evaluate quality of Customer Service evaluation process (GG, Q4)
- Upgrade Town Meetings to monthly (DT, Q1)
- Initiate weekly informal shift briefings (DT and Supervisors)
- Fill open headcounts (DT, ASAP)
- Mgr development planning (DT, Q1)

VISION

Type Your Team's Vision Statement Here: Make it Pithy and Inspiring!

GOALS

| | | | |
|---|--|---|---|
| Type Your First Accountability Goal Here – Example Next Right | Expand Production Capacity 27.5% by Year End | Remember: There's a 1:1 Correspondence in Reading Down the Page | Don't Forget a Goal For Growth of Your Team |
|---|--|---|---|

MEASURES

| | | | |
|--|---------------------------------|---------------------------------------|-----------------------------------|
| Measure For First Goal Here – Example Next Right | Weekly: Capacity vs. Prior Year | Don't Forget Frequency of Measurement | If it Helps, Change the Font Size |
|--|---------------------------------|---------------------------------------|-----------------------------------|

STRATEGIES

| | | | |
|--|---|---|---------------------------------------|
| First Strategy Here - Example Next Right | Expand and Modernize #2 Production Line | Good Strategies Have Actionable Verbs That Pull The Reader In | You Can Change The Shading Colors Too |
|--|---|---|---------------------------------------|

TACTICS

| | | | |
|--|--|--|---|
| <ul style="list-style-type: none"> • First Tactic For Strategy 1 Goes Here. • Second Tactic For Strategy 1 Here • Third Here • And so on • Example next right | <ul style="list-style-type: none"> • Rapid Improve project on existing lines (TS, Q1) • Request supplier proposals for ABC and TDS (TS, BD Q1) • Cap approval plan to Board (TS, Q2) • Installation of Line 2 expansion (FD, Q3) | <ul style="list-style-type: none"> • Add accountability and due dates at the tactic level. • If you have too many tactics, beware of losing focus. • Imagine you team members reading these – will they understand the words? | <ul style="list-style-type: none"> • Change the font size if it helps. • Add the name of your team somewhere. • Share your Game plan with your colleagues. |
|--|--|--|---|

Part 2. Your 3 Current “Hot-Plate” Issues

A **Hot Plate Issue** is a short statement of a specific leadership issue you are dealing with **right now** as you work to achieve the growth described in your Game Plan. Hot Plate issues are immediate and focused on growth like: “I’m struggling to prioritize my time to focus on helping the new employees,” or, “I have to give very difficult feedback to one of my staff.” Try to avoid sweeping generalities like: “I’m working too hard,” or, “I don’t know what I have to do.”

Just type into the boxes

Type Your Hot Plate Issue 1 Here: Example: I find it hard to set realistic deadlines under the current pressure of our business being acquired.

Type Your Hot Plate Issue 2 Here: Example: I find that I have to micromanage everyone in the sales team in order to get things done in a timely manner.

Type Your Hot Plate Issue 3 Here: Example: My boss has gone on sick leave and delegated most of his work to me..

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