


7 Essential Skills for Business Leaders... and more.

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THE SEVEN KEY SKILLS OF SUCCESSFUL
BUSINESS LEADERS
Vistage

VISTAGE

BUSINESS LEADERS' SEMINAR

SEVEN KEY SKILLS OF SUCCESSFUL BUSINESS LEADERS



1. Know Your Numbers



2. Inspire a Shared Vision



3. Get the Right People on the Bus



4. Be The Chief Engagement Officer

5. Create a Customer-Centric Culture



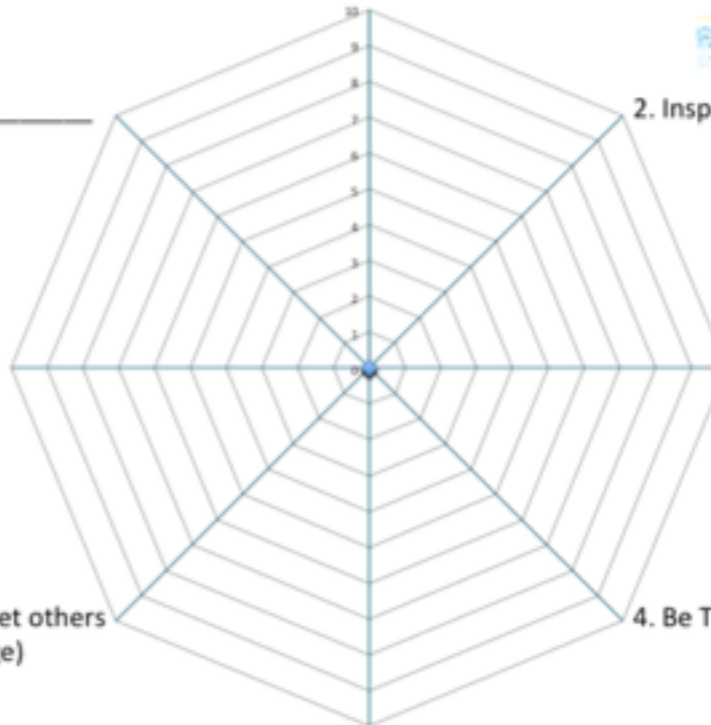
?

8.

7. Take Care of Yourself



6. Lead (and let others manage)



VISTAGE

1. Know Your Numbers

Do my Key Performance Indicators (KPIs) *really* drive my business?



VISTAGE

2. Inspire a Shared Vision

**Is my vision clear,
inspirational and understood
by all?**



VISTAGE

3. Get the Right People On the Bus.

Am I good at getting “the wrong people off the bus”?



VISTAGE

4. Be the Chief Engagement Officer.

Do I know what *really* motivates my people?



VISTAGE

5. Create a Customer-Centric Culture.

Is *every* interaction with my customers a positive one?



VISTAGE

6. Lead (and let others manage.)

How effective am I at delegating and coaching others to succeed?



VISTAGE

7. Take Care of Yourself.

Do I engage regularly in activities that develop me personally and professionally?



VISTAGE

8. What is my WHY?

IT'S NOT
WHAT
BUT WHY
YOU DO IT



Where are you **most**
aligned?

Where are you **least** aligned?

Leadership



The best executive is the one who has sense enough to pick good men to do what he wants done, and self restraint enough to keep from meddling with them while they do it.”

-Teddy Roosevelt

Challenges to Leaders

- Business Operations
- Strategic Issues
- Managing Change
- Talent Management
- Individual Impact

Business Operations



Big Fan of Numbers

- **Key Performance Indicators (KPI's)**
 - Are they **leading** or **lagging**?
 - Measure what is required to manage a successful business.
 - Don't worry about benchmarks, worry about what **YOU** do.

Whatever you
measure, **improves.**

People only respect
what you inspect.

What are your **KPI's**?

Example KPI's

Revenue per exam

Exams per OD hour

Gross revenue per staff hour

Gross revenue per 100 patients

Annual gross revenue per patient

Gross revenue per sq. ft.

% of complete eye exams by type

Medical eye care visits % of total patient visits

Gross profit

EBIDTA

Conversion rates

Eyewear sales to exams

JPD VS. EPD

Number of multiple sales

Managed care payments

Managed care sources

Profit per VCP

Profit per VCP & employee

Eyewear % gross revenue

Revenue per pair

COGS

Gross margin on eyewear

Product usage

Product mix

Money to the bank

Strategic Issues

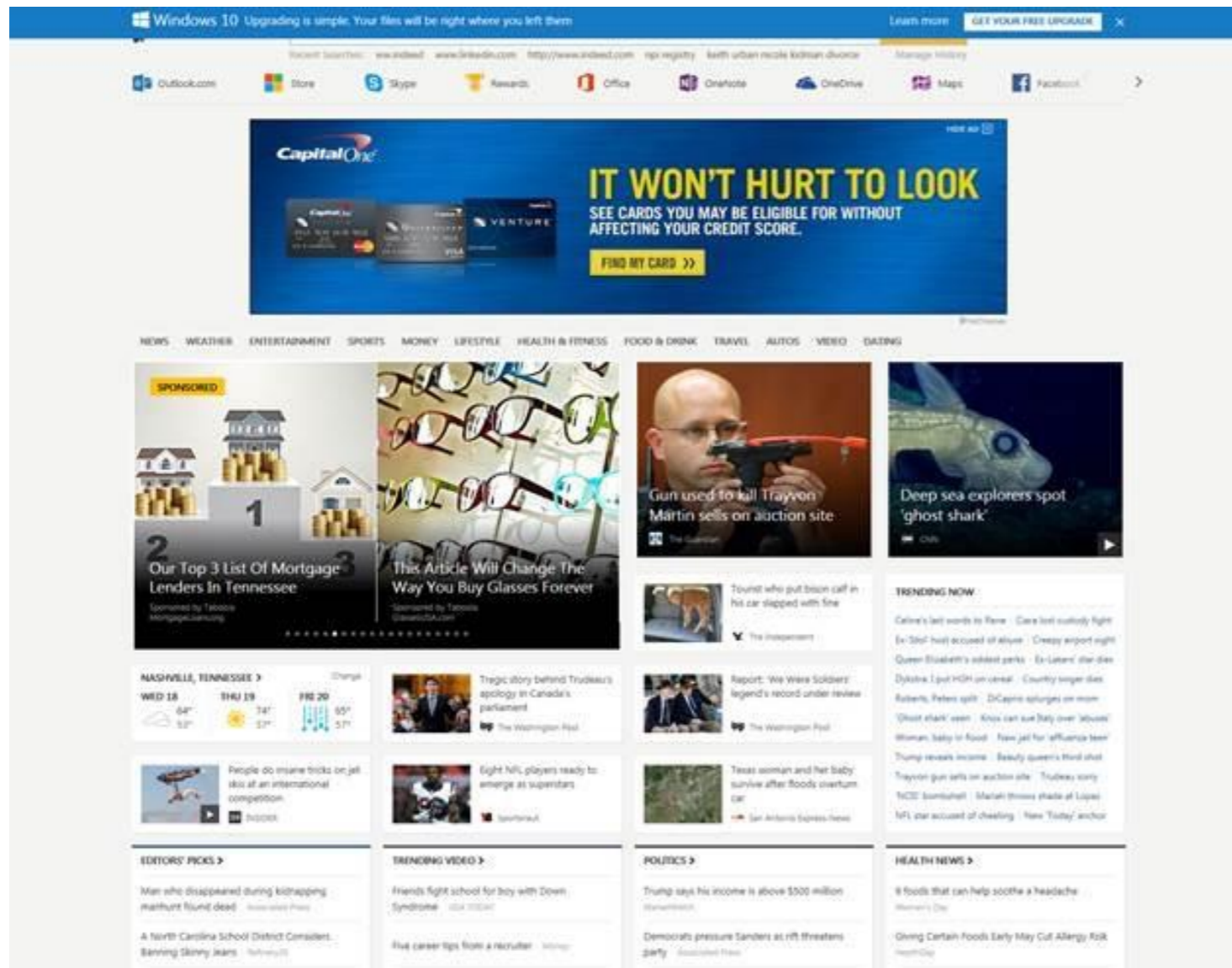
What does the future look like?

What will we do to remain relevant?

Future of Retailing?

Future of Refracting?

On-line competition?



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What's Your 5 year
plan?



What's your **1** year
plan?

Chart Your Course

- Do you have **YOUR WHY?**
- Is there a **Vision** for what you want to accomplish?
- Is it **communicated?**
- Do you know your **SWOT?**



Strengths

Advantages
Capabilities
Resources, Assets, People
Marketing - reach, distribution, awareness



Weaknesses

Lack of competitive strength
Financials
Our vulnerabilities
Timescales, deadlines and pressures
Continuity, supply chain robustness



Opportunities

Market developments
Business and product development



Threats

Environmental effects
Market demand
Obstacles



Pre-determine a course of action

Lay out your goals

Aadjust your priorities as needed

Notify key personnel

Aallow time for acceptance

Head into action

Expect problems

Aalways point towards success

Daily review your plan



“As a leader, your attitude has a powerful effect on the people who work around you.

What impact do you want to have on others? You- and you alone- get to choose the attitude that will achieve that impact.”



**True Story:
5 person office**

4 team members in the office:

ME: “What kind of day are we going to have?!”
Them: “**We don’t know, he’s not here yet.**”

80% of time will be spent on 20% of the people.

“It’s wise to make sure you’re not the 20%”

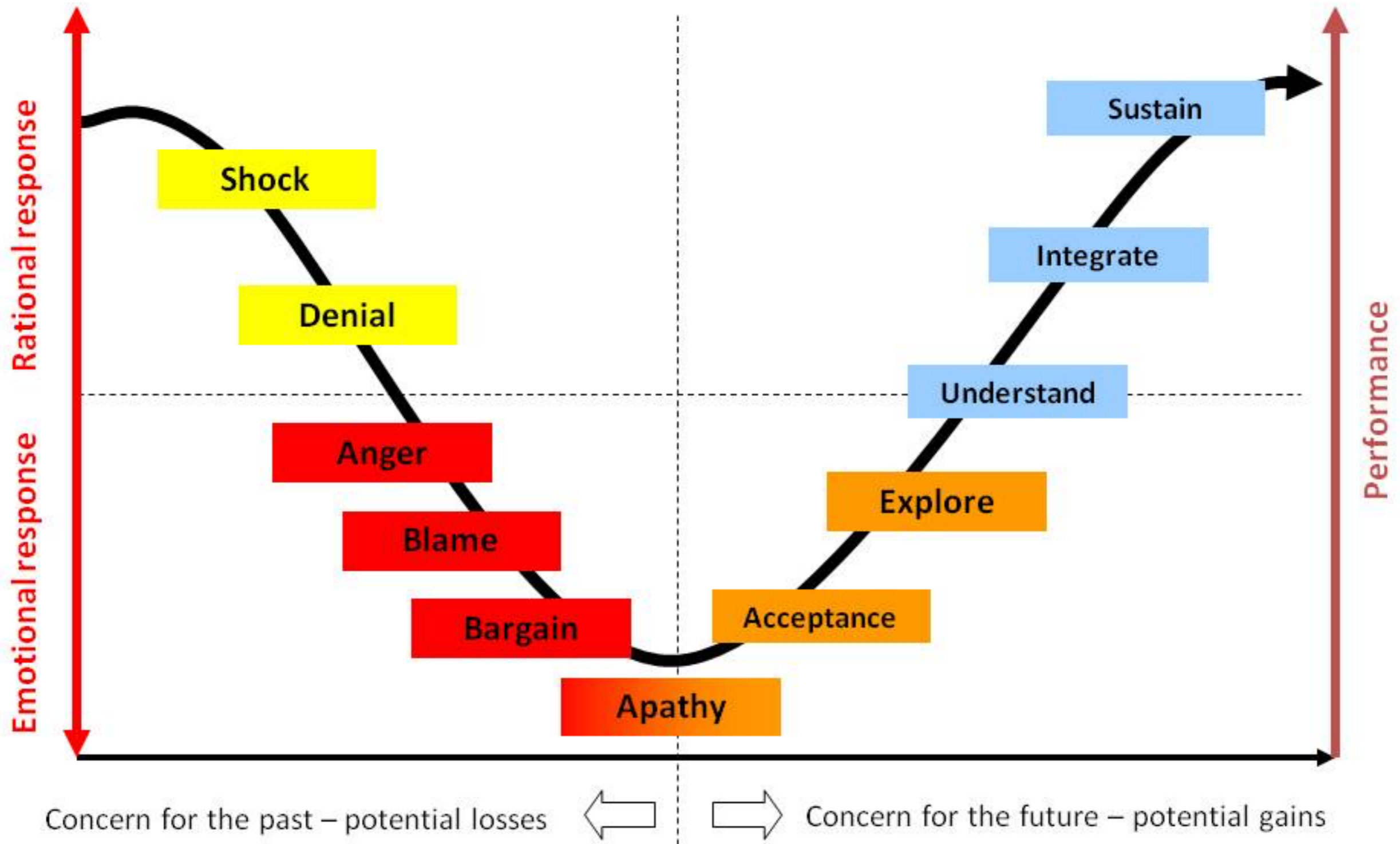
Managing Change

Keeping Focused

Managing change has more to do with **staying the course, communicating truthfully, and adapting to what is coming at you more than anything else.**



Human Response to Change Cycle





VISION

To ensure
an abundance
of fresh water



MISSION

Optimizing water supply in
urban water systems
worldwide

Partnering with utilities to
design & implement a
comprehensive,
technology-based solution

Significantly improving
clients' financial and
operational efficiency

Benefiting people, the
community and the
environment



VALUES

Leadership

Moral Responsibility

Excellence

Innovation

Partnership

Purity

VISION

The Bisque Imports vision is to be an energetic and sustainable resource for ceramic studios worldwide.



MISSION

Bisque Imports exists to make our customers, company, and industry successful through determination, creativity, and passion.

CORE VALUES

Innovation : Forward thinking, planning, and execution to expand our horizons.

Integrity : Honesty and harmony in what we say, do, and think.

Fun : Whatever you do - make it fun!

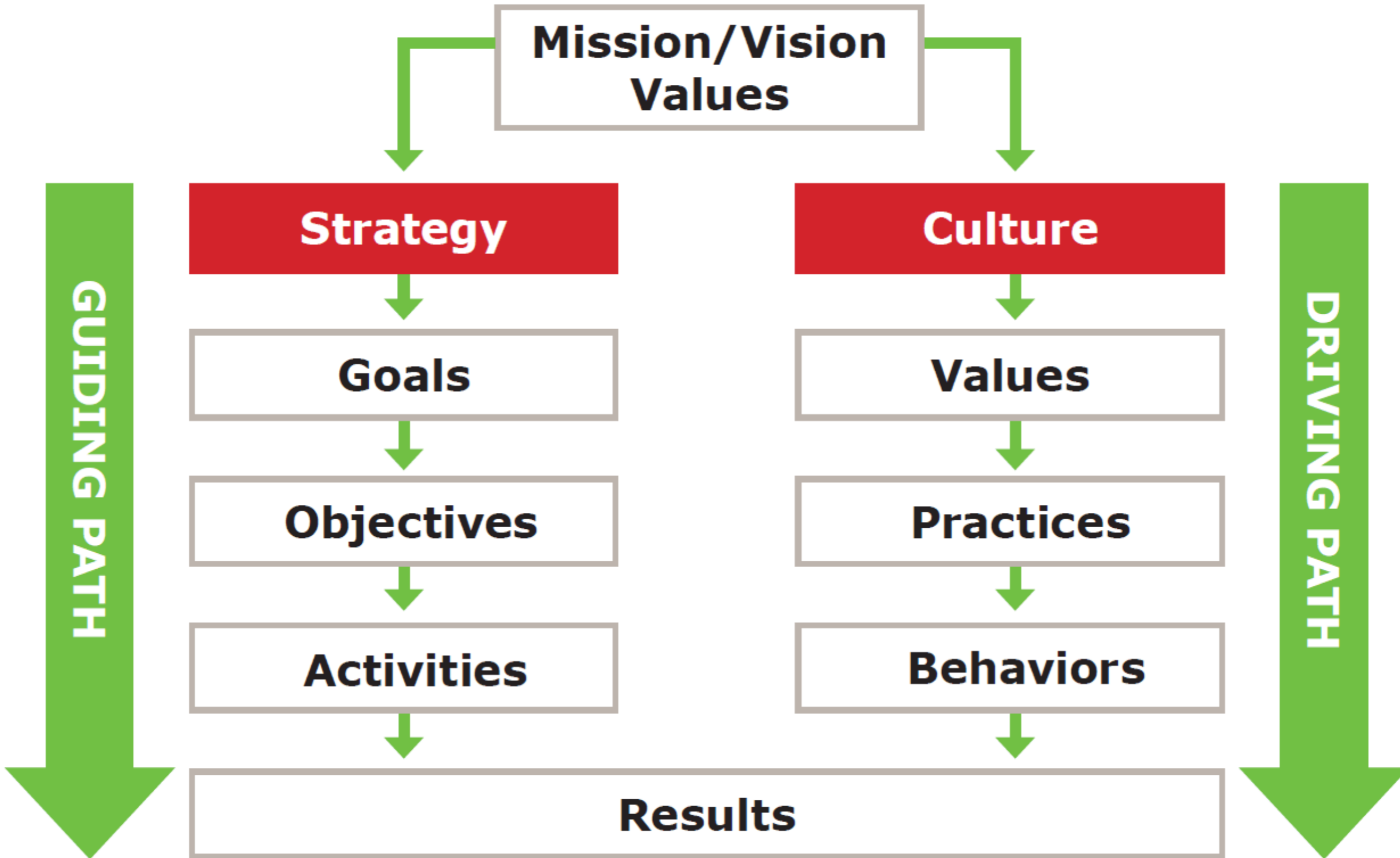
Respect : Treat others better than you expect to be treated.

Passion : Enthusiasm, desire, and commitment to succeed.

Quality : Service and products we are proud to stand behind.

Teamwork : We all succeed together.

Thrive : Commitment to growth and prosperity to affect our customers' success.



Mission/Vision Values

Strategy

Culture

Goals

Values

Objectives

Practices

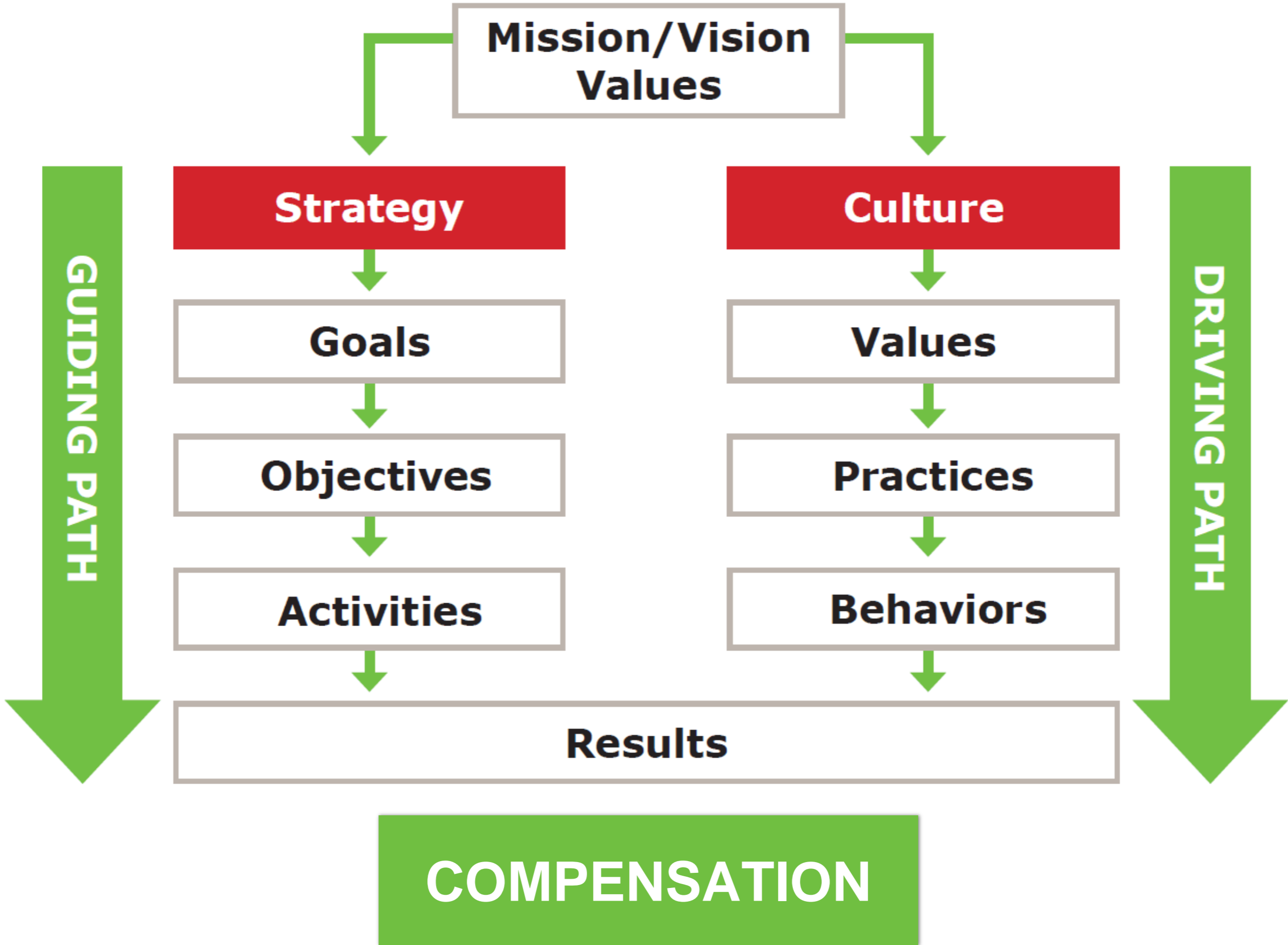
Activities

Behaviors

Results

GUIDING PATH

DRIVING PATH



“Leaders just don’t make
decisions.

Leaders make meaning.”

Hard is Soft

(Strategy, budgets, marketing)

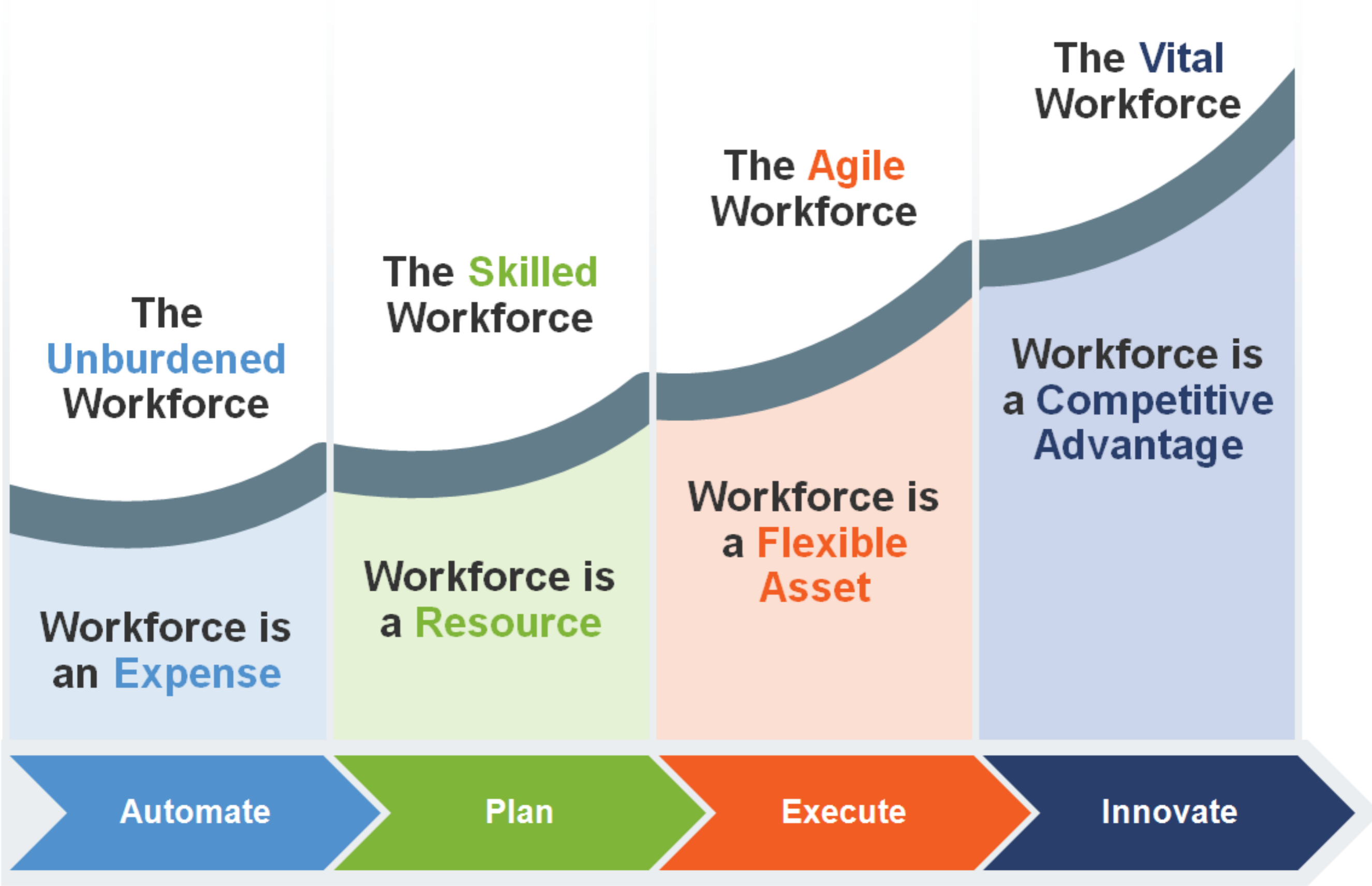
Soft is Hard

(People, customers, relationships, culture, execution)



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Not the “what” but the “why” and “how” we do things.



The **Unburdened** Workforce

Workforce is an **Expense**

The **Skilled** Workforce

Workforce is a **Resource**

The **Agile** Workforce

Workforce is a **Flexible Asset**

The **Vital** Workforce

Workforce is a **Competitive Advantage**

Automate

Plan

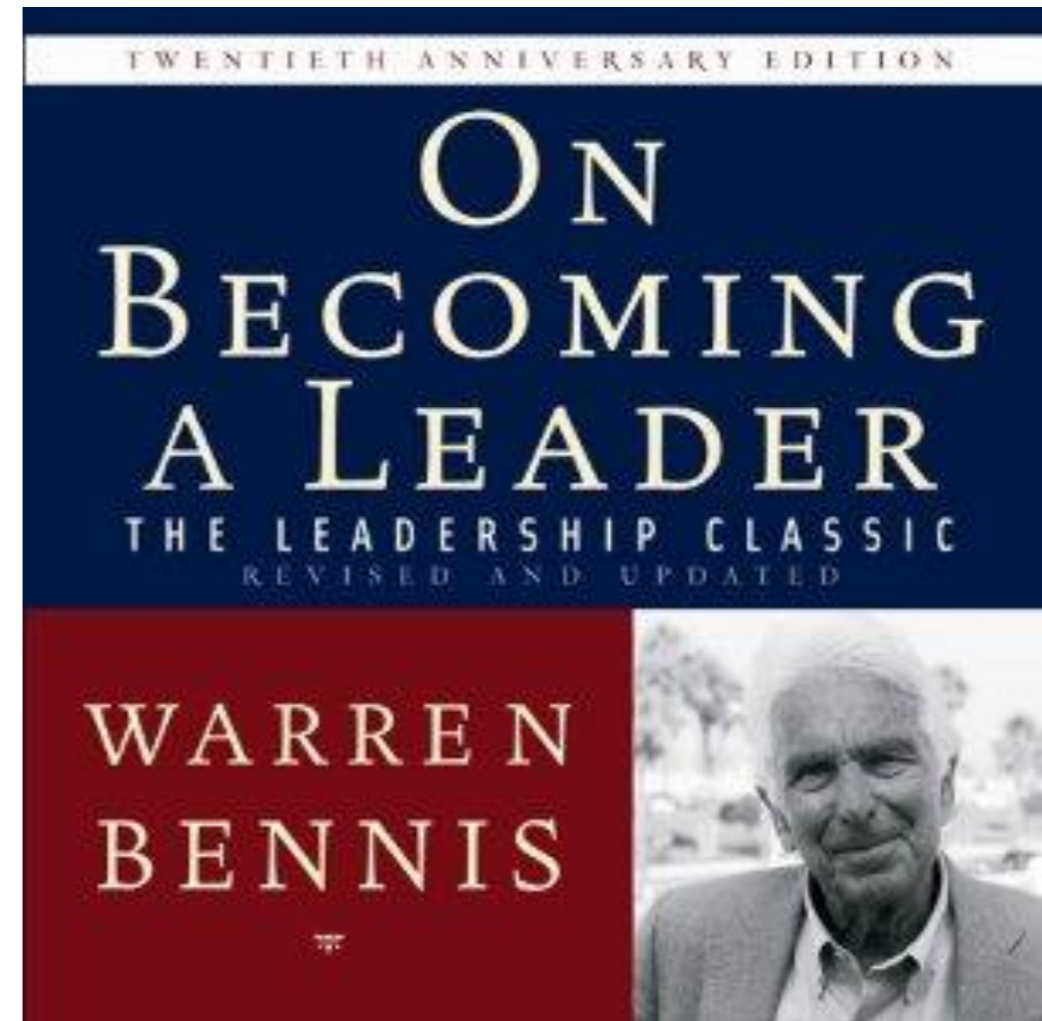
Execute

Innovate

Culture is defined not by
those who succeed,
but by those we tolerate.

“Groups become great only when everyone in them, leaders and members alike, is free to do his or her absolute best.”

“The best thing a leader can do for a great group is to allow its members to discover their greatness.”



karlsruüd
be seen. be heard.

Thank You!

www.karlsruudcompany.com