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First, Break All the Rules: What the World's Greatest Managers Do Differently. Great managers break the rules of conventional management wisdom. They:

- Select people based upon talent not experience, skills and knowledge
- Focus people through clarity of desired outcomes not steps or process
- Motivate people through the discovery of strengths versus fixing weaknesses
- Creating growth by finding the right "fit" between the person's talents and demands of the role
- Get really close to people and believe relationship is what creates performance
- Play favorites and spend most of their time with the most productive people

These are just a few of the discoveries made from the study of over 250,000 managers/leaders and what distinguishes the best from the rest.

Culture Eats Strategy for Lunch: creating culture as your competitive advantage.

There are three critical levels to great cultures:

1. MacroCulture - leaders who are "more interested than interesting," always painting a compelling vision, set the right strategy with the right people and are the ambassadors of the future.
2. MicroCulture - local team members who create the right outcomes and determine the success of key initiatives and strategy. Members feel a charge to "create positive and personal energy in one another," that is driven by quality relationships built on trust and pressure to achieve.
3. BridgeCulture - the managers who are always "connecting people to purpose," and creating a "line-of-sight" to how every person/role creates value through attracting and keeping customers (the only way organizations can build growth).

Top cultures from big to small (Google, Zappos, and Nordstrom to the local grocery store, restaurant or coffee shop) have some key characteristics in common.

Some are:

- Specific about the practices, rituals and even "weirdness's" that distinguish their culture
- Have sticky values like "paranoid collaboration," "bad news fast," "fearless," etc.
- Examine and move from excellence, when you study average, you get average
- Know precisely their "religion" and their "science"
- Move decisions as close to the action as possible
- Everyone sees how what they do both attracts and keeps customers

Creating a Place Where People Just Can't Wait to Come to Work Everyday. From the study of over 1 million employees and what attracts, keeps and energizes them... Having a clear focus, great manager, right talent and quality relationships (good friends) are the keys to personal and professional success.

Individuals want to be part of a team that has high standards and expectations to achieve success they never even thought possible. They are constantly raising the bar for themselves and others through tracking personal bests and encouraging pressure to perform from team members. Having best friends at work is a driver of accountability and work-life balance.

People leave managers not companies. Great managers are the foundation of great organizations. How we select, focus and recognize managers can be the best predictor of results. Great managers of people have strange practices like playing favorites of high performers, getting very close to the people that report to them,

firing people faster than bad managers out of genuine respect for the person and customizing plans to fit the needs of each person.

HALF-DAY PROGRAMS:

First Break All the Rules: What the World's Greatest Managers Do Differently. Keynote followed by group breakout challenges around the selection, characteristics and accountability measures for today's managers.

Culture Eats Strategy for Lunch: creating culture as your competitive advantage. Keynote followed by group breakouts to define the strengths of their current culture and examine each of the three levels and specific charges of each. Identifying ownership of culture and desired outcomes of each. How can strategies achieve intended goals at a higher level than the current 14%?

Creating a Place Where People Just Can't Wait to Come to Work Everyday: Keynote followed by group breakout challenges to address specific workplace issues and create a plan for building a fun, energizing and productive environment at every level.

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