

LEADING AT SPEED – “THE WORLD IS CHANGING!”

KEYNOTE SPEAKER – FRANK TERUEL

MARKETS

- Dynamism is endemic and everywhere.
- Today’s business – force/drive change.
- We are connected in ways we never have been before.

PEOPLE

- The employees we are managing and leading have grown up in an environment of change.
 - Led to believe work is a part of them vs. a product of what they do.
 - Digital natives...early adopters.
 - Confusing effort w/ progress – not focused on problem solving.
 - Frequently wrong but never in doubt.

PROBLEM SOLVING

- I can only respond to the world as it presents itself.
- Start w/ the end in mind.
 - Fail fast
 - Have a plan B or C – multiple solution sets.
- Perfect is the antagonist of good – Be efficient in your problem solving...good is good enough!
 - Start with what I need.
 - Determine the minimum effort I need to accomplish the goal (efficiency).
 - If need more effort, apply more.
- Be data-driven
 - Look for trends.
 - Shamelessly copy your competitors.
 - Measure success against the opportunity, not your plan.

HAVE A SUCCESSION PLAN

- In a time of change, plan for change.
- If nothing changes when you leave your role, you have succeeded. If the wheels fall off, you have failed.
- Hire with your replacement in mind.
- Invest in developing your replacement(s).

IN A TIME OF CHANGE, BE AN EFFECTIVE LEADER (GET DEEP IN YOUR...)

- Character, knowledge, and judgement causes respect.
 - Character – Who you are? What is your worldview? How do you look at things?
 - Knowledge – How much knowledge have you amassed? Are you a subject matter expert?
 - Judgement – Your ability to apply what you have learned to the right set of problems at right time to achieve the right outcome.