

Sustainable Ideas



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Sustainable Ideas

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Growth & Sales Teams

Transitions



The Situation with New Leaders

- ⌘ Particularly vulnerable to failure during transitions
- ⌘ Not familiar with tools or organization
- ⌘ No support structure established yet



Why now?

- ⌘ Transition are critical times
- ⌘ Small changes can have big impacts



Is there a roadmap...

... for implementing
change?



Framework to Transition

Can this process be accelerated?



Resources & Books & Etc.

- ↳ Robert Cialdini, *Influence: The Psychology of Persuasion*
- ↳ DOE - Department of Energy Guidelines
- ↳ NREL - National Renewable Energy Laboratory
- ↳ *Multiple Intelligence: Experience Based Learning Systems*
- ↳ Erikson's Psychosocial Theory of Human Development
- ↳ *KOLB Learning Styles*
- ↳ Experiential Learning methods
- ↳ Personality models and styles theories
- ↳ Gardner's Multiple Intelligences and VAK learnings styles models
- ↳ Michael Watkins, *The First 90 Days**
- ↳ VAK learning styles test
- ↳ Edgar Schein, *Organizational Culture & Leadership*
- ↳ *VARK Learning Preferences*
- ↳ Multiple Intelligences test (self-calculating MSEXcel tool) - based on Gardner's model
- ↳ Michael Tushman, *Winning Through Innovation*
- ↳ Benziger's Thinking Styles and Brain Dominance
- ↳ Kirkpatrick's learning evaluation model
- ↳ John Kotter, *Leading Change*
- ↳ Bloom's Taxonomy of Learning Domains
- ↳ Google.com



What vehicle are you driving?



2012 Ferrari



1954 ?????



Perception



"Say ... what's a mountain goat doing way up here in a cloud bank?"



Leadership Lineage

- ⌘ New hire – Outsider
- ⌘ From within – Insider



Important Point!

Strategy depends on situation.



Types of Transitions

- & Start-up
- & Turn-around
- & Realignment
- & Sustaining success
- & High-performing unit
- & Family owned?



How can you help?

- ⌘ Success for leadership means “????”
- ⌘ What can I do to remove barriers?



What?

- ⌘ Are Strategies & Tools for success?
- ⌘ Make the process painless?



What is...?

& Your organizational situation?



What are.....

- ⌘ Strengths
- ⌘ Weaknesses
- ⌘ Opportunities
- ⌘ Threats



Knowing it and
doing it are different.



What are...

& Your priorities?



It's **essential** to align...

- ⌘ Strategy of your organization
- ⌘ Structure of your organization
- ⌘ Systems of your organization
- ⌘ Specific skills of your organization



Why is it...

- ⌘ Second to used car salespeople, contractors are the most complained about group?
- ⌘ There are so many fly-by-nights?

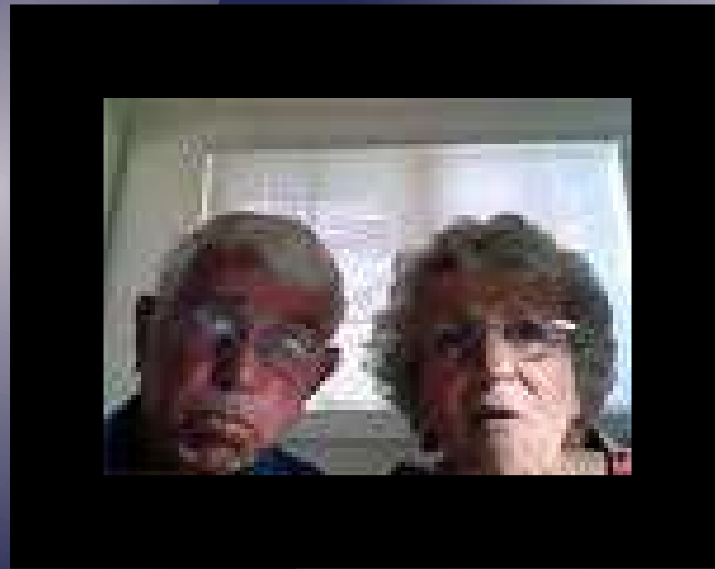


Or...

Are the good contractors not managing
expectations with the homeowner?



Does the homeowner not know
enough about construction?



Or...



⌘ Is the salesperson not communicating the information the homeowner *needs* most?

⌘ In a way the homeowner can *hear* it best?



Customer Service

- ⌘ Professionalism as part of the job
- ⌘ Meeting homeowner expectations



Imagine –

You are the customer...

- ⌘ *What is your overall impression of your organization?*
- ⌘ *How does each person on your team represent your organization?*



How do these impressions differ?



Transitions are...

Times of
Opportunity & Weakness



Transitions Require

- & New Skills
- & More Flexibility



Types of Transitions

- ⌘ Start-up
- ⌘ Turn-around
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- ⌘ Family owned?
- ⌘ Mix



Align...

Strategy of your organization

Structure of your organization

Systems of your organization

Skills of your organization



Important Point!

Strategy depends on situation.



Business Case for Certification

Benefits to the employer:

- ⌘ A skilled employee base can increase:
 - Productivity 230%
 - Retention 70%

- ⌘ A skilled employee base = 7,000% ROI for employers with improvements in:
 - Accuracy
 - Work safety practice
 - Customer service
 - Time management*

*From the National Skill Standards Board: *Benefits of Skilled Workforce*, 2010.



Business Case for Industry

- ⌘ Reduce costs of employer recruitment
- ⌘ Provide a more qualified workforce
- ⌘ Promote long-term employment



The Key to it all...

Consumer confidence = *increased sales*
in the marketplace



Important Point!

*When certification is a marketing tool
consumers are confident.*



2 Barriers to Market Growth*

1. Lack of straightforward & reliable information
 - Consumer needs to understand ROI
 - Contractor differentiation
2. Lack of trained workers capable of performing to nationally recognized standards

**Recovery Through Retrofit (RTR)*



How Many...

- ⌘ Transitions have you made in your life?
- ⌘ Do you expect to make?



Transitions...

& R/R to Trucks



Strategic Planning...

⌘ Asking the right Questions?



Transition Guidelines

- ⌘ A standard and shared framework for accelerating transitions
- ⌘ What are the models for how to make transitions?



Sales Team...

⌘ Attracting and retaining the best leadership talent.



Gloves...

& One-size-fits-all?



Essential to...

- ⌘ Match strategy to situation
- ⌘ Customize plans



Talking about...

& Effective action plan?



Action Plan...

- ⌘ Breaking Point
- ⌘ Transition
- ⌘ Learning Agenda
 - ⌘ What
 - ⌘ How



How best to learn?

Competitive Advantage = Rate of Learning



How do you learn?

?



How do you learn?

- ⌘ VARK
- ⌘ Multiple Intelligence
- ⌘ KOLB



VARK

a guide to learning styles

A VARK conference has been suggested for later in 2012 (maybe at Chicago) with an opportunity for conference research presentations (papers), training some competent VARK users to become accredited VARK trainers and lively discussions. Interested? Let us know

A VARK for Business website is now available at www.business.vark-learn.com. You can download your **VARK Business Profile** based on your Questionnaire scores and get helpful descriptions of your communication strategies and leadership behaviors.

Neil Fleming, who added Read/write to create VARK, personally replies to your emails. If you do not receive a reply within 48 hours please send your request again and give him an additional email address to respond to. Sometimes our mail to you is returned because your mailbox is full or you have made an error in your address.

English



[FAQ](#)

[Questionnaire](#)

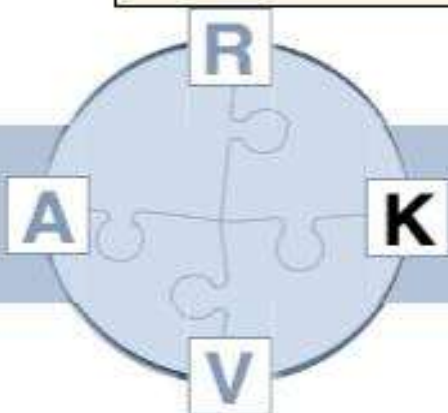
[Helpsheets](#)

[Using VARK](#)

[What's New?](#)

[More Information](#)

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Kinesthetic



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VARK

- ⌘ Download VARK Business Profile
- ⌘ Descriptions of communication strategies
- ⌘ Leadership behaviors



VARK Questionnaire

You are going to choose food at a restaurant.

You would:

- ∞ choose from the descriptions in the menu
- ∞ listen to waiter or ask friends recommendations
- ∞ choose something that you've had before
- ∞ look at what others are eating or look at pictures



VARK Results

The VARK Questionnaire Results

Your scores were:

- Visual: 8
- Aural: 8
- Read/Write: 12
- Kinesthetic: 5

You can find more information about your learning preferences in our downloadable book:

**How Do I Learn Best?
a student's guide to improved learning**

[More Information...](#)

You have a multimodal (VARK) learning preference.

Use the following helpsheets for study strategies that apply to your learning preferences:

[multimodal](#)
[visual](#)
[aural](#)
[read-write](#)
[kinesthetic](#)

Personal Learning Profile

The VARK questionnaire provides four scores and there are a very large number of combinations of those scores. You can order a VARK Profile - a report based on your scores from the questionnaire. Every attempt is made to personalize the Profile so that it describes strategies suited to your learning. **NOTE:** The Profile will arrive in your Downloads folder immediately after you pay for it. It is not sent to you separately. Leave your browser and computer on after arranging payment and it will download to where you keep your downloads.



Multiple Intelligence



MULTIPLE INTELLIGENCES FOR ADULT LITERACY AND EDUCATION

INTRODUCTION

ASSESSMENT

PRACTICE

RESOURCES

CONTACT

HOME



Assessment: Find Your Strengths!

This form can help you determine which intelligences are strongest for you. If you're a teacher or tutor, you can also use it to find out which intelligences your learner uses most often. Many thanks to Dr. Terry Armstrong for graciously allowing us to use his questionnaire.

Instructions: Read each statement carefully. Choose one of the five buttons for each statement indicating how well that statement describes you.

- 1 = Statement does not describe you at all
- 2 = Statement describes you very little
- 3 = Statement describes you somewhat
- 4 = Statement describes you pretty well
- 5 = Statement describes you exactly

	1	2	3	4	5
1. I pride myself on having a large vocabulary.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Using numbers and numerical symbols is easy for me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Music is very important to me in daily life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ASSESSMENT

How are you smart?

Find your strengths!



KOLB

↳ Four distinct learning styles

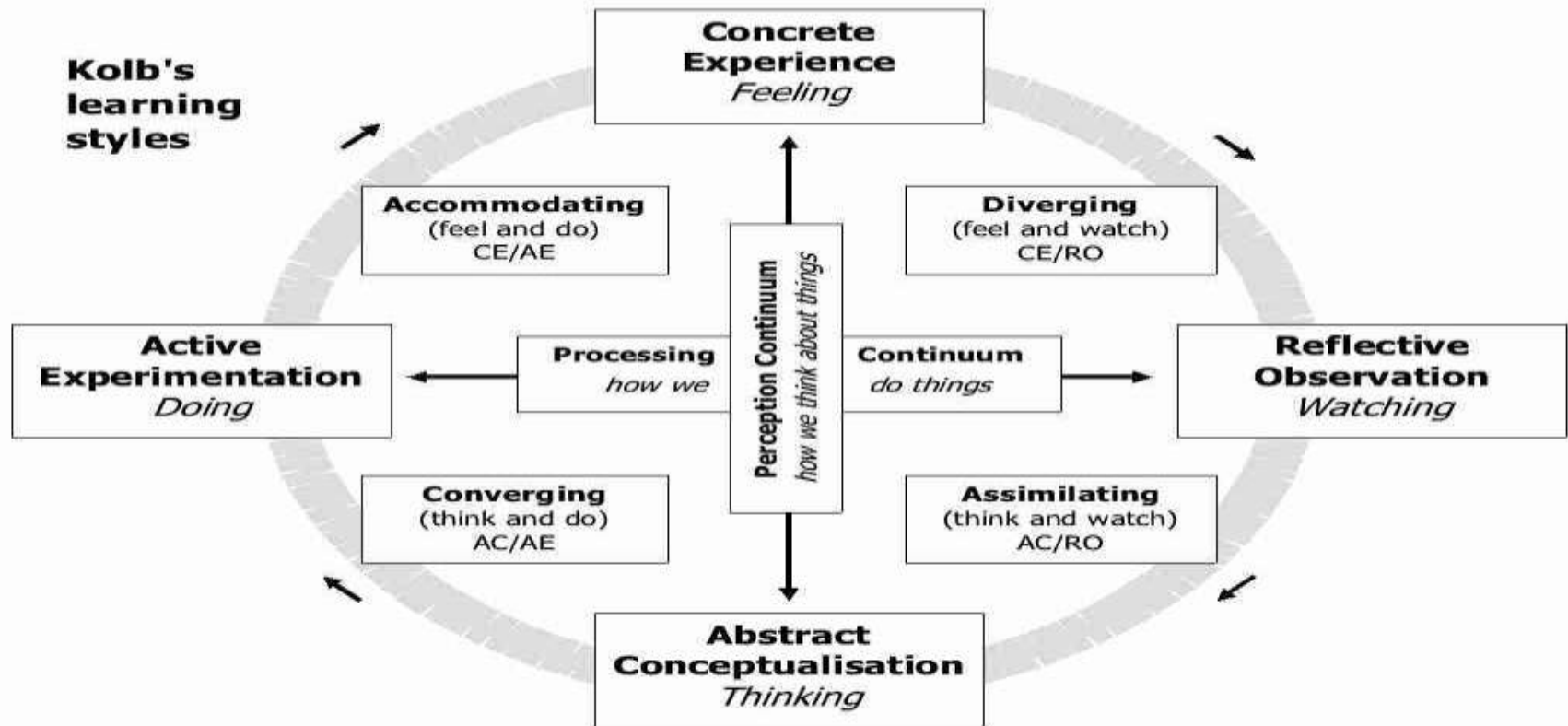
- ↳ Diverging
- ↳ Assimilating
- ↳ Converging
- ↳ Accommodating

↳ Four-stage learning cycle

- ↳ Concrete Experience
- ↳ Reflective Observation
- ↳ Abstract Conceptualization
- ↳ Active Experimentation



Cycles of Experiential Learning



© concept david kolb, adaptation and design alan chapman 2005-06, based on [Kolb's learning styles](#), 1984
Not to be sold or published. More free online training resources are at www.businessballs.com. Sole risk with user.



Types of Transitions - COO

- ⌘ Start-up
- ⌘ Turn-around
- ⌘ Realignment
- ⌘ Sustaining success
- ⌘ High-performing unit
- ⌘ Family owned?
- ⌘ Mix



Start-Up

⌘ Assembling the capabilities

- ⌘ People
- ⌘ Funding
- ⌘ Technology
- ⌘ Hopeful, less focused
- ⌘ Excited confusion
- ⌘ Productive direction



Turnaround

- ⌘ Get back on track
- ⌘ Hopeful
- ⌘ Focused



Both require...

- ⌘ Building new structure
- ⌘ Fresh start
- ⌘ Critical decisions early
- ⌘ Blind



Realignments

- ⌘ Strengths
- ⌘ Constraints
- ⌘ Revitalize
- ⌘ Redirecting resources
- ⌘ Reinvent the business
- ⌘ Means CHANGE
- ⌘ Provide hope



Sustaining-success

- ⌘ Strengths
- ⌘ Constraints
- ⌘ Preserve and build
- ⌘ Invent the challenge



Last type of business...

?



Last type of business...

Shutdown or divestiture



We all want...

↳ A successful and growing business.



What vehicle are you driving?





Thank You!

Questions & Comments?



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