

# Learning Lunch #1

*Networking Strategies -  
Growing Your Business and Forming Teams*

*- A Roadmap -*

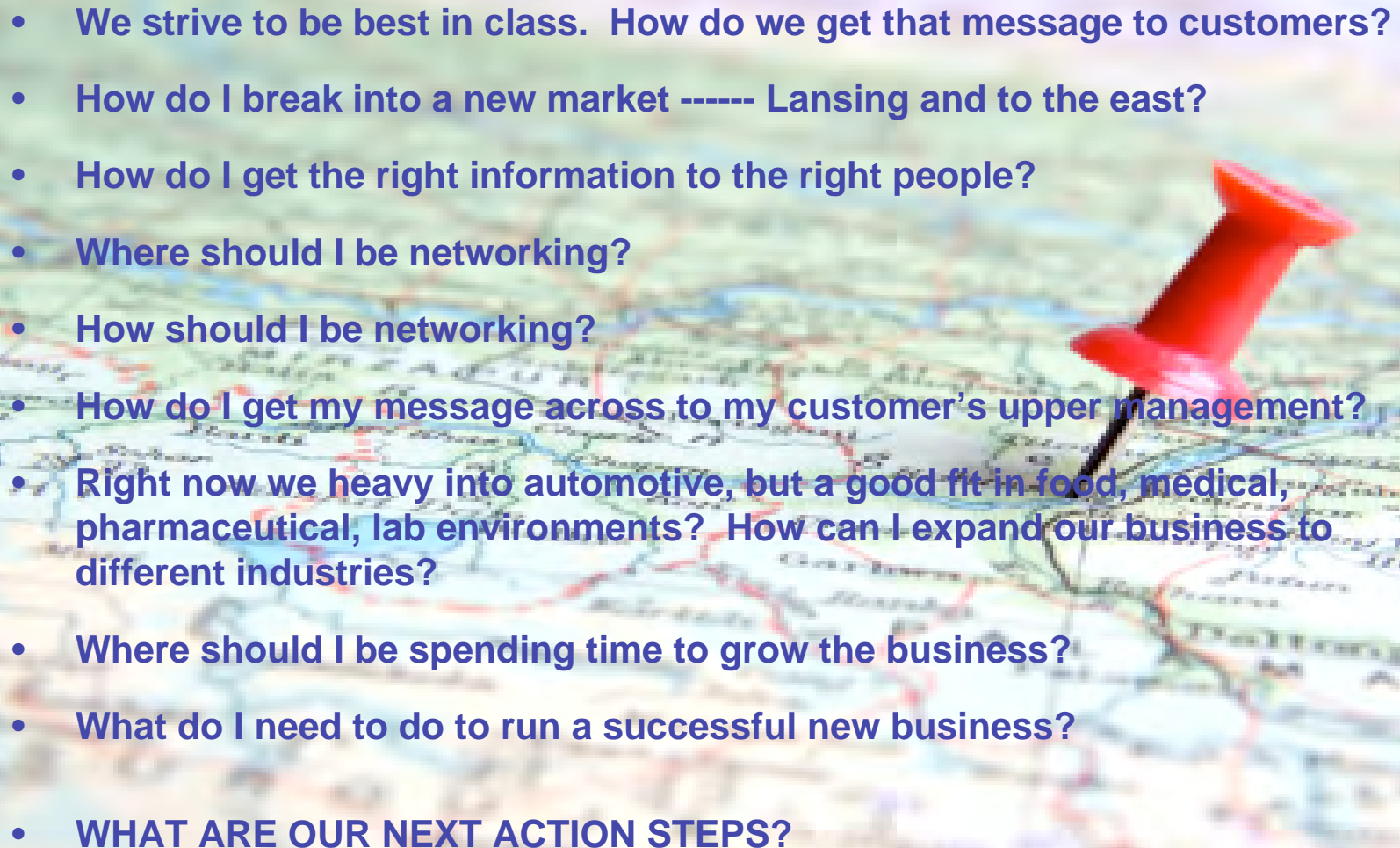
Dennis Sergent @ Sergent Results Group  
517-381-5330 or 888-381-9996

February 20, 2009  
10:30 AM to 1:00 PM  
*University Club of Michigan State*  
3435 Forest Road, Lansing, MI 48909  
517-353-5111

# From Experience

- **My Experience as a Change Agent in Corporations & Out**
  - From Fortune 50 boardroom to “Kitchen Table” Start Ups
  - Entrepreneur - Creating Virtual Corporation From Many Small Businesses
- **We Will Discuss:**
  - **Networking Questions From Derek**
  - **Ways to Lead Your Team**
    - **Through Start Up, Inevitable Stages of Team Development**
    - **Preparing To Bid - To Win - And Then Perform**
  - **How to Adapt the Team and Improve Your Results**
    - **Aligning Team, Customers and Owners**
    - **Line Up Around Your Business Plan.**
  - **How Your Choices Lead to Excellent Tactical Actions**
  - **Excellent Execution by an Operating Team.**
  - **Leadership For Excellent Results**

# February 9, 2009 - Questions

- 
- A background image of a map with a red pushpin stuck into it. The map shows various geographical features and roads. The pushpin is positioned in the upper right quadrant of the map.
- We strive to be best in class. How do we get that message to customers?
  - How do I break into a new market ----- Lansing and to the east?
  - How do I get the right information to the right people?
  - Where should I be networking?
  - How should I be networking?
  - How do I get my message across to my customer's upper management?
  - Right now we heavy into automotive, but a good fit in food, medical, pharmaceutical, lab environments? How can I expand our business to different industries?
  - Where should I be spending time to grow the business?
  - What do I need to do to run a successful new business?
  - **WHAT ARE OUR NEXT ACTION STEPS?**

# How To Convey Best In Class To Customers?

- We strive to be best in class. How do we get that message to customers?
  - Define “Best In Class” Characteristics
    - S - Specific
    - M - Measurable
    - A - Actionable
    - R - Relevant
    - T - Timely
  - Set that example in everything you think, say, do and deliver with Customers (It Pays To Advertise!)
    - And Also With Suppliers, Partners and Owners
  - BRAND
    - Should “Drip” With Best Characteristics
  - CULTURE
    - Should Be Synchronous With Customer
  - PERFORMANCE
    - Should Measure Up To Characteristics

# How To Break Into Markets?

- How do I break into a new market ----- Lansing and to the East?
  - Network Where You Want To Be
    - Lansing
    - Ann Arbor
    - Oakland County
    - Macomb County
    - Wayne County
    - Tri-Cities - Midland, Bay, Saginaw Counties
    - Flint - Genesee County
  - Never Eat Lunch Alone

# How To Get Right Information Into Right Hands?

- How do I get the right information to the right people?
  - Shotgun Approach
    - PTACs
    - US Govt Agencies
  - Rifle Approach
    - Prime Contractors
    - Subcontractors (Tier 2 & 3)
  - Push
    - Advertise
  - Pull
    - Sponsor
    - Volunteer

# Where Should I Network?

- **Where should I be networking?**

- Where are your customers?
- Where are your suppliers?
- Where are your competitors?
- Where are your opportunities?
- Trade Associations Networks
- Geographies
- Industry Sectors



# How To Network?

- How should I be networking?
  - Build Relationships -Then Networks
  - Where are your Customers, Suppliers, Competitors, Opportunities?
    - Tradeshows
    - Public Meetings
    - Bid Opportunities
  - Plug Into Established Networks & Special Interest Groups
    - Capital Quality Initiative
    - LinkedIn & Linked In Groups
    - MEDC, MMIT, MMIC, NDIA, AWE, MPPOA, LPPG,

## How To Message Upper Management?

- How do I get my message across to my customer's upper management?
  - Build A Relationship
  - Develop Recent and Frequent Contacts
  - Get To Know Their Needs and Wants
  - Persistence
  - Use Examples of Value (Not Cost)
  - Keep Lower Level Contacts Informed
    - So They Can Be Hero or SME

# How To Expand To Other Sectors?

- Right now we heavy into automotive, but a good fit in food, medical, pharmaceutical, lab environments? How can I expand our business to different industries?
  - Define industries have similar uses of your product or service
  - Look for growing industries with challenges you can solve.
    - Where are there no substitutes?
  - Position company where forces are weakest
  - Exploit change & rivalries in competitive environments
  - Look for cooperative opportunities

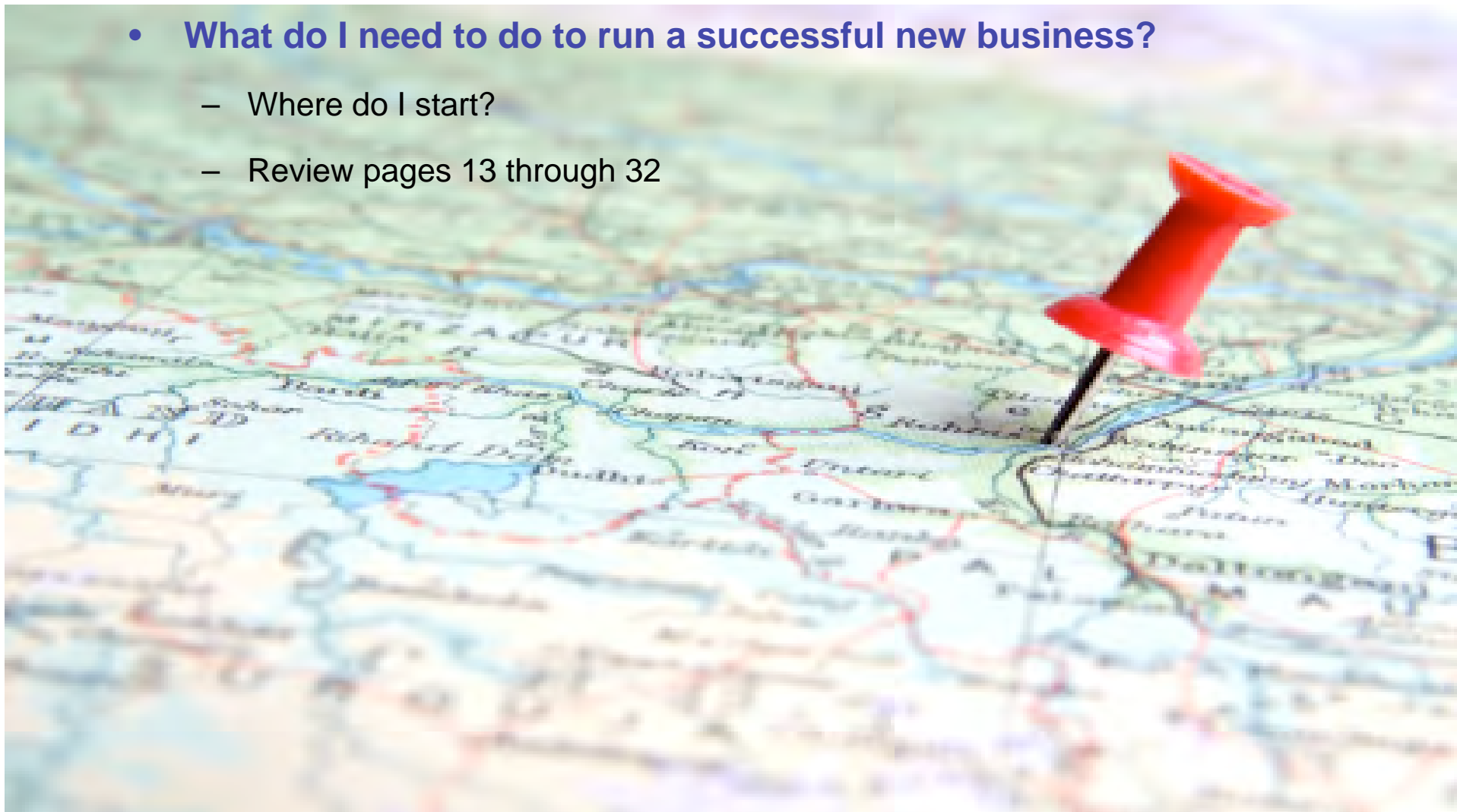
# Where To Spend Time?

- **Where should I be spending time to grow the business?**
  - Where your competition is weak
  - Where your Customer need is high
  - Where your value is high
  - With your team of People & Relationships
  - Where you get payoff for time!



# What Else Do I Need To Be Successful?

- What do I need to do to run a successful new business?
  - Where do I start?
  - Review pages 13 through 32



# Growing Your Business Roadmap

***START YOUR JOURNEY HERE and***

- **Stage 1 Strategic Planning** - The Dream is Born!
- **Stage 2 Specialize** - A Job Is Born!
- **Stage 3 Synergy** - A Sandbox is Born!
- **Stage 4 Systems** - A Business Is Born!
- **Stage 5 Sustainability** - A Franchise is Borne!
- **Stage 6 Salability** - An Asset is Born!
- **Stage 7 Succession** - A Legacy is Born!

*from Seven (7) Stages of Small Business Success by Carl Gould*

***FINISH YOUR TRIP HERE***

# Forming Teams Roadmap

## *START YOUR JOURNEY HERE*

- **Stage 3 Synergy** - A Sandbox is Born!
- **Strategic Choices to Capture \$10 Billion Dollars**
- **Align & Adapt Team**
- **Stages of Team Development**
- **Entrepreneurial Thinking**
- **Tools & Techniques**
- **Creating Networks**
- **References**

*End the Trip HERE*

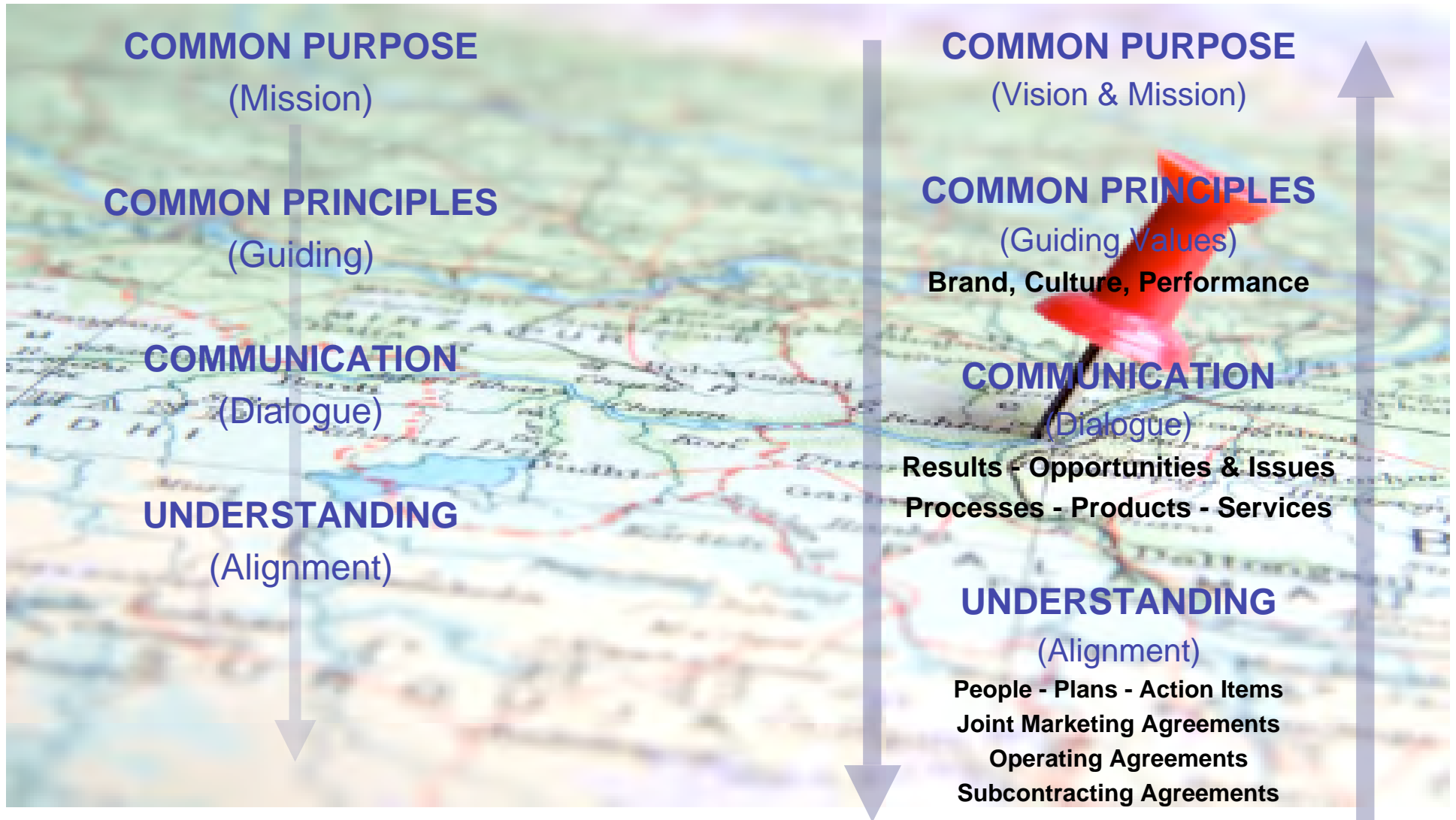
# Forming Teams

- **Let's Discuss Ways Team Leaders Can Lead**
  - From the Idea Through Start up
  - Through the Inevitable Stages of Team Development
  - Through the Finish of a Program or Project
- **Strategic Choices**
  - Create Self-directed, Self Organized Groups
  - Recognize Talents, Skills, Synergies and Diversities
- **We'll Discuss How to Adapt Team and the Plan to Improve Results**
  - Align Your Team, Customers and Owners Behind the Plan
  - Organize for Success, but Prepare Contingencies
- **These Strategic Choices Ultimately Lead to Excellent Actions**
  - And Excellent Results You Need From an Operating Team
- **Your Team of Networks, Systems and People Can Be Integrated**
  - Integrate Around Common Factors
  - Use Processes to Serve Your Customers
  - You Can Achieve High Levels of Accessibility, Reliability and Value

# Strategic Choices

- **Target The Customers**
  - As An Entrepreneur
- **Values of Team Members**
  - Critical Importance
- **Talents of Team Members**
  - Most Important After Values
- **Diversity Is Our Biggest Asset**
  - No One Can Know Everything
- **Learning & Skills Development**
  - Critical Competencies of Members
- **Engagement Key To High Performance**
  - This Energizes The Enterprise
- **Talent Multiplication Is Everyone's Job**
  - When You Teach Others, You Learn More

# Alignment & Adaptation



# Stages of Team Development

- **Forming**
  - Team Members Get Acquainted
  - Define Roles, Mission, Purpose, Values, Goals, Rules
  - Excitement, Enthusiasm, Concern, Anxiety
- **Storming**
  - Interpersonal Conflict
  - Decisions, Questions, Negotiating, Challenging
  - Creative & Productive Time, Some Anger & Frustration
- **Norming**
  - Conflicts Become Resolved
  - Concentration on Tasks
  - Controversy and Dealing With Issues Avoided
- **Performing**
  - Deal With Conflicts As They Arise
  - Challenge Ideas Without Getting Personal
  - Peak Performance

*Developmental Sequence in Small Groups - Bruce W. Tuckman*

# Entrepreneurial Thinking

- **Target The Customers**
  - Develop Relationships
  - Understand Them As People
  - Understand Their Needs As Customers
- **More Art Than Science**
  - Recognizing the Opportunities
    - Roadblocks you find are sometimes the greatest opportunities.
    - Don't become overwhelmed and distracted by everything to do.
    - Have a strategy, or everything looks like an opportunity.
  - Leveraging Your Assets
    - Time - Money - Relationships
  - Start With What You Have Right Now
    - And It Has To Be Enough
  - Discipline and Determination
    - Do the right things long enough . . . .
    - Right things? --- The Things That Matter!

Many Thanks To Dr. Melvin J. Gravely, II

# The “D” Slide

- **Destination**
  - Know Where You Want to Go
- **Direction**
  - Know How to Set off Toward That First Step in the Journey
- **Diversity**
  - Know Who You Need to Help You Get There
- **Depth**
  - Know Who Can Take the Watch When You Need to Back Away
- **Development & Definition**
  - Helping Others Grow - Helps You Grow
  - Definitions of Expectations - Critical To Successful Teams
- **Daily Communications**
  - Never Neglect To Stay In Touch Daily
- **Discipline & Determination**
  - What Are You Prepared To Do?
  - What Is Your Brick Wall?
- **Decision**
  - Make Sure You Understand The Decisions Limit Your Choices
- **Discovery**
  - DISC Tool Helps Team Discover Synergies
- **Dollars**
  - Make Sure You Line Up Financial Resources To Make Journey
- **Death Of Team**
  - Everything Comes To An End

# Define And Focus

- **Your Measures of Success (Results)**
  - Same Metrics as Projects
    - Time - Cost - Performance (Quality)
- **Set The Scope and Objectives**
  - Compete or Cooperate - Make Your Choice
    - Let The Team Know Early
  - Agree to Not Switch Mid-Bid
- **Discuss Advantages To Team**
  - Formal, Informal or Virtual Teams
- **Discuss Legal and Teaming Issues**
- **Determine Who Is Best To Lead Bid**
  - And Who Is Best To Support
    - To Win The Business

# Organize Team Program

- **Align The Team For Desired Change**
  - Confirm “Compete or Cooperate”
- **Determine Team Structure Needed**
  - Informal Associations
  - Formal Agreements
  - Contracts
- **Integration Around Common Definitions**
  - Purpose & Mission
  - Principles & Dialogue
  - Communications
  - Processes - Products - Services
- **Define Roles**
  - Who Assembles, Leads, Supports the Bid

# Define, Communicate & Implement

- Find The Right Team Structure
- Find The Right Partners
- Network - In Old and New Ways
  - Make New Relationships
  - Make Them Work
- Modern, Simple Tools for The Challenges
  - Telephone
  - E-Mail
  - Weblog On Your Own Site
  - Post Team Documents On Web
    - Behind Passwords For Security
  - Joint Marketing Agreements
  - Operating Agreements
  - Subcontracting Agreements
  - Diagrams, Documents, Etc.

# Tools & Techniques

- **Personal Meetings**
  - Have a PAL - Purpose, Agenda, Limit
  - Stick To It
- **Phone**
  - Same Thing - But Shorter
- **E-mail**
  - Same Thing - One Page, One Paragraph, One Sentence
- **MS Office Suite**
  - Link Tools Together
    - **Excel Spreadsheet**
      - Project Plan
      - Contact List
      - Action Items
      - Definitions, Assumptions
      - Diagrams

# Track Progress

- **Defined Business Plans and Project Plans**
  - Time - Cost - Performance
- **Defined Proposals & Statements of Work**
  - Time - Cost - Performance
- **Action Items and Program Results**
  - On Time - Within Budget - At Desired Quality
- **Maintain Focus On Team Purpose**
  - Use Measures To Focus Team
- **Report Progress**
  - “Often and Open”
  - Shared Communications & Tools

# Performance Improvements

- Embed Continuous Performance Improvements
- Nail Down Roles & Responsibilities
- Protect Quality & Customer Service
- Get Issues Out In The Open
- Raise The Bar
- Emphasize Team Accomplishments Over Individual Accomplishments

# Execute

- **With Excellence & Integrity**
    - Be Change Agents
    - Keep Positive and Don't Give Up
    - Give Simple Direction
    - Use Simple Tools
  - **Code of Ethics or Conduct**
  - **Capture Best Practices For Next Time**
  - **Give and Get References**
  - **Share Your Power & Work With Others**
  - **Use Humor to Add Energy**
  - **Make Money, Don't Make Work**
- 

# Creating Your Networks

- **Building Relationships With People**
  - Not Companies
- **Use The Web To Build Relationships With People**
  - Your Own Site
  - Secondary Sites
  - Weblog
  - Contribute To Other Blogs
  - Write Articles
  - Google Name of Business & Yourself
  - LinkedIn
    - LinkedIn Groups
  - ZoomInfo
  - Naymz = Track Reputation, Mentions IN The Web
  - DomainTools
  - Manta
  - Links To Other Sites
    - Associations
    - Including Paid Sponsorships

# Summary of Tips For Leading Teams

- **We Have Covered These In Previous Pages**
  - **Be Change Agents**
  - **Keep Positive and Don't Give Up**
  - **Give Simple Direction**
  - **Use Simple Tools**
  - **Value Diversity**
  - **Organize Around Common Purposes**
  - **Focus on Short Term Objectives**
  - **Nail Down Roles & Responsibilities**
  - **Protect Quality & Customer Service**
  - **Get Issues Out In The Open**
  - **Raise The Bar**
  - **Share Your Power & Work With Others**
  - **Use Humor to Add Energy**
  - **Make Money, Don't Make Work**

# Team Traits For Effectiveness

## Taken From Harvard Research on 17 Fundamental Traits

1. Everyone has a good idea of the decisions and actions they are responsible for
2. Important information gets to people quickly
3. Once decisions are made, they are rarely second guessed
4. Information flows freely across boundaries
5. All employees (and contractors) have the information they need to understand the impact of their choices
6. Everyone has access to the metrics to measure key business drivers
7. Top management involved in operating decisions
8. Conflicting messages rarely sent to the market or customer
9. Performance appraisals differentiates among high, adequate & low
10. Ability to deliver on commitments strongly influences compensation
11. Persuade and cajole - not command and control
12. Leadership supports members - members support each other
13. Promotions can be lateral moves
14. Fast track team members move often and move on
15. Team Leaders / Managers and Subteam Managers have five+ team members
16. Risk and rewards are shared - financially and responsibly
17. Many things motivate team members beside pay

# References

- ***Business As Unusual*** - Price Pritchett & Ron Pound
- ***Developmental Sequence in Small Groups*** - Bruce W. Tuckman
- ***Entrepreneurial Thinking*** - Dr. Melvin Gravely II
- ***Here Comes Everybody - The Power of Organizing Without Organizations*** - Clay Shirkey
- ***How To Deliver on A Great Plan*** - Neilson, Martin, Powers
- ***The Last Lecture*** - Randy Pausch with Jeffrey Zaslow
- ***The New Teamwork*** - Marshall Sashkin & Molly G. Sashkin
- ***Secrets to Successful Strategy Execution*** - Harvard Business Review
- ***Seven (7) Stages of Small Business Success*** - Carl Gould
- ***The Talent Powered Organization*** - Cheese, Thomas and Craig

Or

Write Dennis Sergent [dsergent@SergentResultsGroup.com](mailto:dsergent@SergentResultsGroup.com)

# NEXT ACTION STEPS

- **WHAT ARE OUR NEXT ACTION STEPS?**
  - Define - Should We Meet Again?
  - Define When To Meet Again?
  - What Do We Need To Discuss Next?
  - Who Else Should Be Here?
  - What Will We Do With Learning?

