

**Driving Growth**  
From the heart

**Sarah Gessler**  
Director King's Training

**6** **ELT**  
**CONFERENCE**



**Exams  
Catalunya**  
Cambridge English Qualifications



**Cambridge Assessment  
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## ➤ The Foundation, the Heart

- Who are you?
- Who do you **aspire** to be?

## ➤ The Framework

- BHAG
- Strategy, targets & actions
- Goals: SMART & KPI

## ➤ Driving Execution and Growth

- Meeting content and rhythm

## ➤ Leadership

- Turnaround & Realignment
- Tidbits, tips and tricks

# The Foundation



“Create the right culture, and you create a competitive advantage.”

The Foundation  
Who are you? Who do you aspire to be?



## COMPANY CULTURE

**Collective Personality**

**Work Environment**

**Expectations & Goals**

**Values**

**Ethics**

**Mission**





# The Foundation

## Who are you? Who do you aspire to be?



## Identifying Cultural norms



- Influence
- Meetings
- Execution
- Conflict
- Recognition
- Ends versus means

# The Foundation

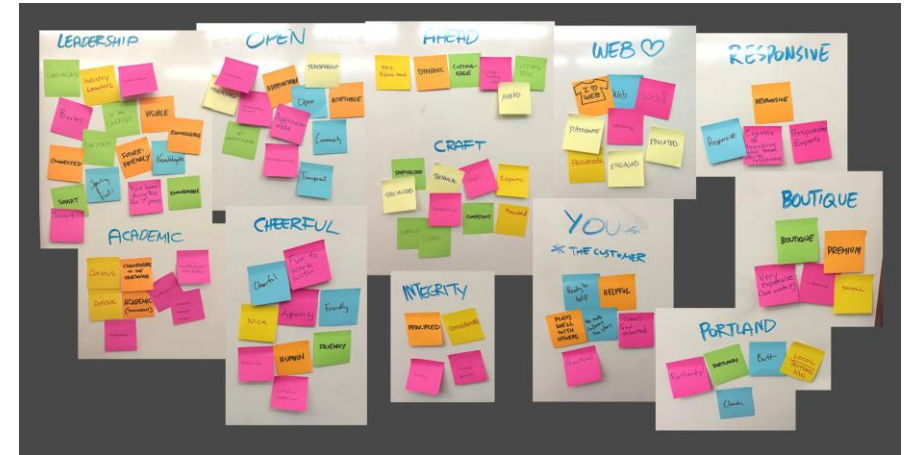
## Defining your company's values

### Who do you involve?

- Small team → all involved

### What process to use?

- Define your personal values worksheet
- Group share
- Agree on common themes
- Select/vote on 5 key values
- Define them
- Publish them and live by them



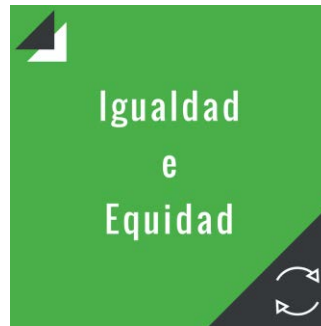
# The Foundation King's Training's Example



## Positivity & Wellbeing



## Equality & Fairness



## Honesty & Transparency



## Creativity & Innovation



## Performance & Execution



<https://kingstraining.com/contactanos/quienes-somos/valores-fundamentales/>

# The Foundation

## Who are you?



### Core Values

Aligned with your culture

**Coca-Cola**

Leadership

Collaboration

Integrity

Accountability

Passion

Diversity

Quality

### Purpose/Mission

Single most important purpose

**Squarespace**

To make beautiful products that help people with creative ideas succeed.

**IKEA**

To create a better everyday life for the many people.

### Brand Promise(s)

Measureable & Meaningful!

**Marriott**

“Quiet luxury.  
Crafted experiences.  
Intuitive service.”

**H&M**

“More fashion choices that are good for people, the planet and your wallet.”

**Recruitment**



**Onboarding**



**Baking in Culture/values**



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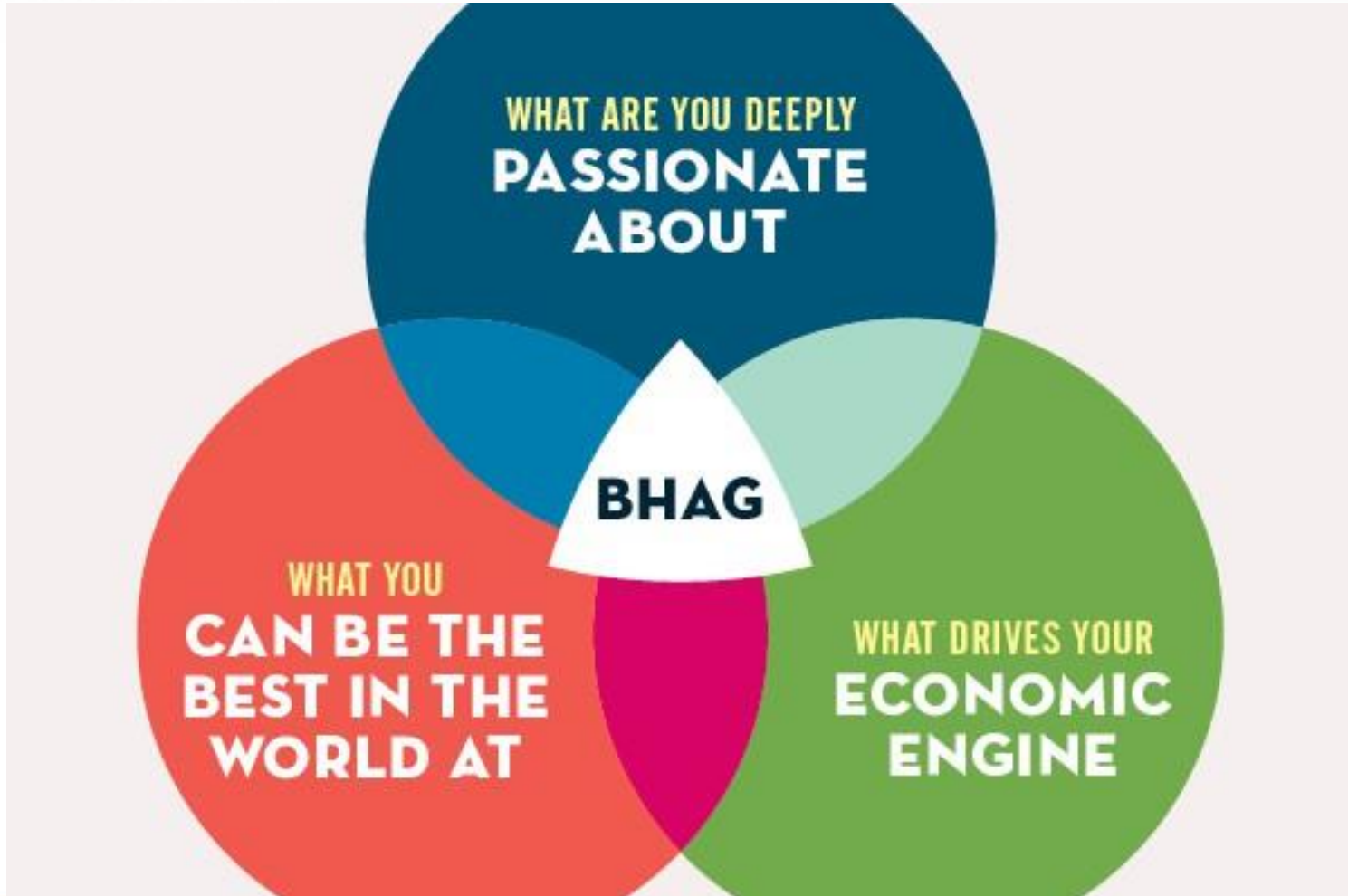
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# The Framework

## What are you passionate about?



# The Framework

## The Big Hairy Audacious Goal (BHAG)



A long-term goal that changes the very nature of a business' existence...



### 10 - 30 Year Commitment

#### Target Oriented?

*Walmart: 125B by 2000*

#### Competitive?

*Nike: crush Adidas*

#### Role-Model?

*Giro: become the Nike of cycling*

#### Internal Transformation?

*Merck: from chemical manufacturing to top drug-making*

# The Framework Strategy, Targets and Actions

## The Planning Pyramid: A Strategic Framework





# The Framework Goals: SMART



What do you want to do?

How will you know when you've reached it?

Is it in your power to accomplish it?

Can you realistically achieve it?

When exactly do you want to accomplish it?

I want to lose some weight

I will lose 2k a week

My goal is to lose 5k before Christmas

# The Framework

## Goals: Key Performance Indicators



- Are they **simple** to understand?
- Are they clearly defined?
- Are they relevant over time?
- Can you fully control or influence them?
- Do they focus on improvement?
- Do they offer quick feedback?

<http://kpilibrary.com/categories/education>

<http://kpilibrary.com/my-bookmarks>

# The Framework

## Goals: Key Performance Indicators



Academic	Sales
<b>General Client NPS+30</b>	<b>General Client NPS+30</b>
<b>% Client Renewal above 80%</b>	<b>% Client Renewal above 80%</b>
<b>Direct Margin +45%</b>	<b>Direct Margin +45%</b>
<b>Average teacher hours/week +15</b>	<b>Average teacher hours/week +15</b>
Client NPS on teachers & method +30	% Sales Growth YOY
% Teacher Rotation -5%	% Lead to sale +30%
% Absentee coverage +90%	% Price quote to sale +70%
Teacher feedback NPS +50	Avg. price/hour above X

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- Meeting content and rhythm

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# Driving Execution & Growth More meetings not less!



Informal Everyday



Daily Huddle



Weekly Staff



Monthly Teacher



Weekly Team

# Driving Execution & Growth Meetings

**Executive performance =**

**Rhythm** of daily, weekly, monthly, quarterly and yearly meetings scheduled **without fail** and with **specific agendas**



# Driving Execution & Growth Content & Rhythm



## Daily Huddle

- 5-15 Minutes
- What's up?
- Daily Measures/KPI
- Bottleneck? Stuck?

Busy people get stuck.

People that aren't doing their job: "Everything's fine."







## Weekly

Group not one to one: no excuses before a group.

Issue oriented and strategic.

- **5 min:** good news
- **10 min:** numbers
- **10 min:** customer/employee feedback
- **30 min:** collective intelligence
- **Summary:** one word/phrase





# Driving Execution & Growth Content & Rhythm



## Monthly

- 2-4 hours
- Review progress on individual/team priorities
- Review monthly P&L in detail
- What's working? What's not?
- 1-2 hour specific training/team building



# Driving Execution & Growth

## Trickle up, trickle down

### King's Training Adaptation - Weekly

- Template Shared on Google Drive
- Everyone contributes before the meeting
- Saved on the server by date and printed
- Cookies/fruit and tea/coffee provided

### Set agenda but reevaluate periodically

- Good News: personal or professional
- Important Issues
- Numbers (P&L, overdue payments)
- Review B2B & B2C Client business
- Petitions waiting for teachers
- Top individual priorities for next week



### Reunión King's Training 16-11-18

#### Buenas noticias (personal y/o profesional)

Andrea	Westside Story 5pm today!
Carmen	
Cristina	
David	Corporate Learning Day, comida con amigos este sábado
Ed	Las cosas más o menos estables en KT
Irene	Francés por fin tras varios dramas
Maruxa	Voy de concierto
Miguel C.	Me encuentro bastante mejor ;D cumpleaños hoy noche
Sarah	Quizá estamos locos pero...

#### ASUNTOS IMPORTANTES

#### NUMBERS

King's Training P/L Account	Budget Year/Out	Forecast 12.00.2018	Difference	Difference %
1. Language for Companies				
2. Language Academy				
3. B2B Spanish for Engineers				
4. Exams				
5. Special Tools				
6. P/L to Group Companies (KTCM, P/L)				
8. P/L Online - External P/L				
9. Total				

#### IMPAGOS

Salidos	No vendido	Impagado	%

#### Prioridades para la semana que viene

Andrea	HR immersion content November, Israel project, tests and classes
Carmen	
Cristina	
David	Apertura Enresa, Corporate Learning Day, Información para consejo, seguimiento presupuestos, empezar prospecting
Ed	Finalizar nuevo Informe alumno; linguistic coaching; cultural activities (KT). Reunirme con miguel para CAE/CPE
Irene	Inglés, cerrar fundae, documentación autónomos, revisión márgenes Maruxas, pruebas varias, FUNDAE Pto XII, Info Consejo
Maruxa	Pruebas del F, Terminar revisión de márgenes. Ponerme con el nuevo informe pedagógico. Dar de alta Tigenix en Atena. Información para el consejo.
Miguel C.	Reunion Ed Cambridge,
Sarah	contract and organization, Corporate Learning event, Informe Consejo

# Driving Execution & Growth Meeting Best Practices



**Oprah starts every meeting the same way:**

**"What is our intention for this meeting?  
What's important? What matters?"**

**I ask during dept. or individual meetings:**

**"Are you stuck on anything, any obstacles? "**

**"Do you need any help/support from me? "**

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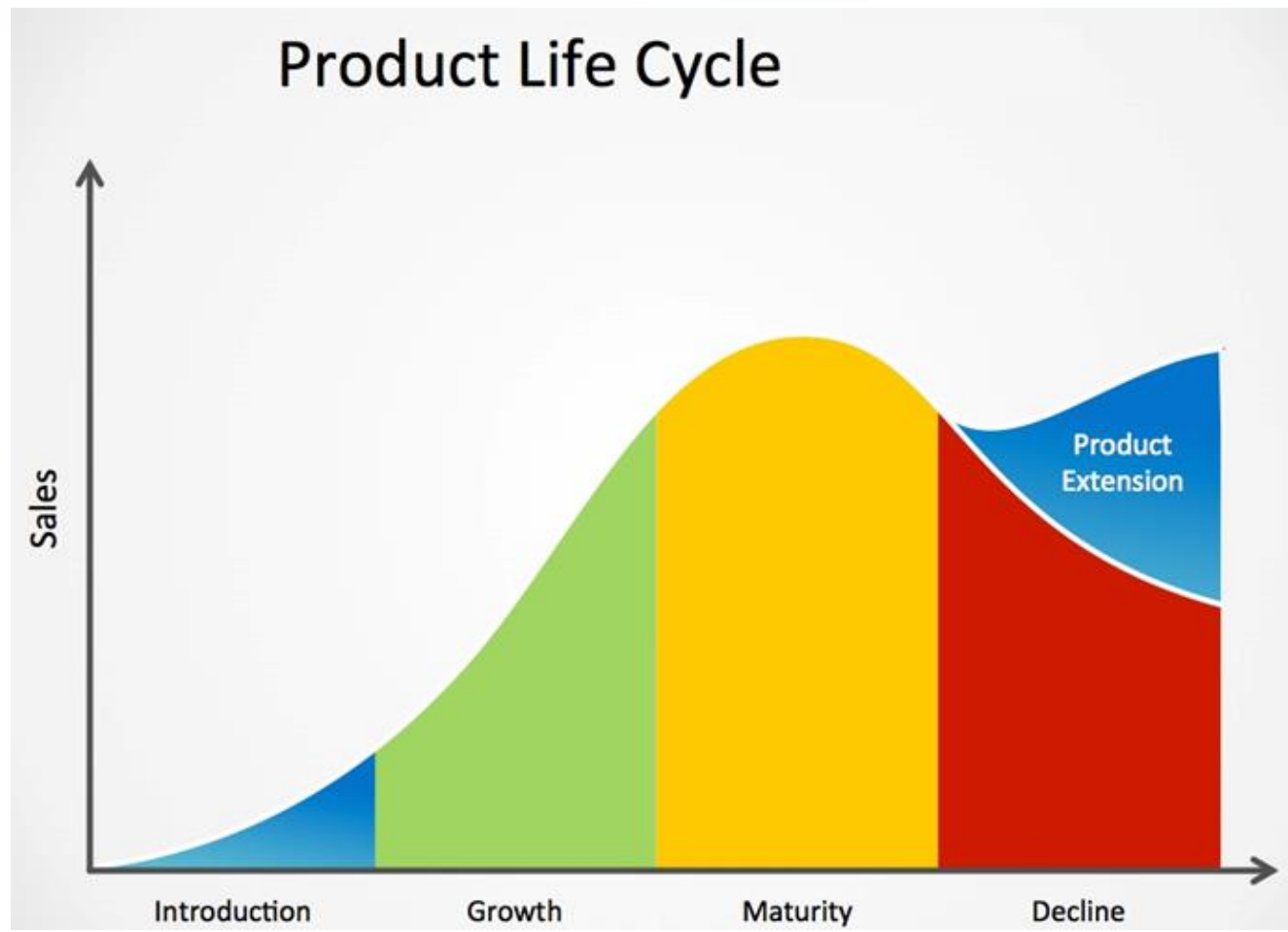
## ✓ Driving Execution and Growth

- ✓ Meeting content and rhythm

## ➤ Leadership

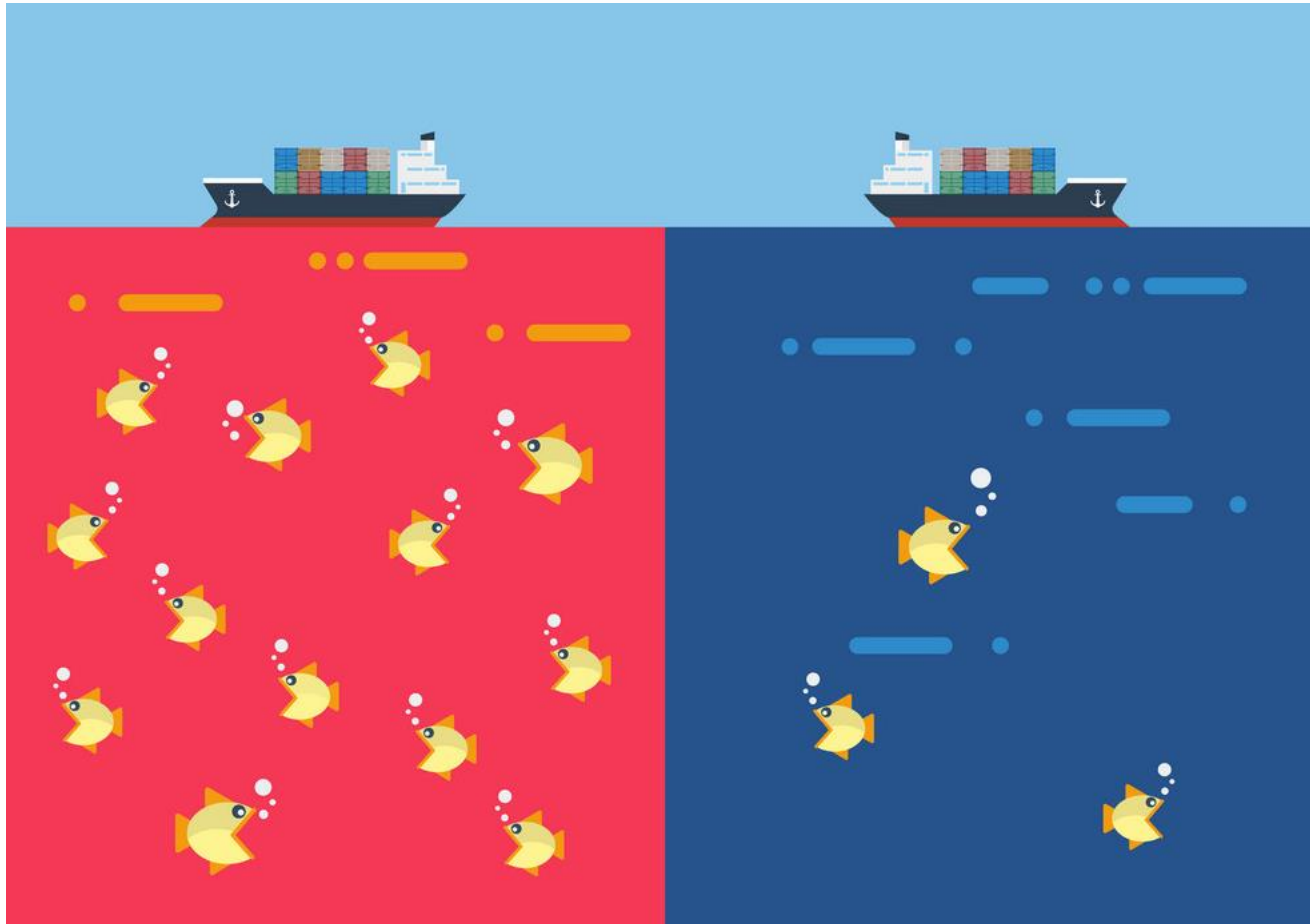
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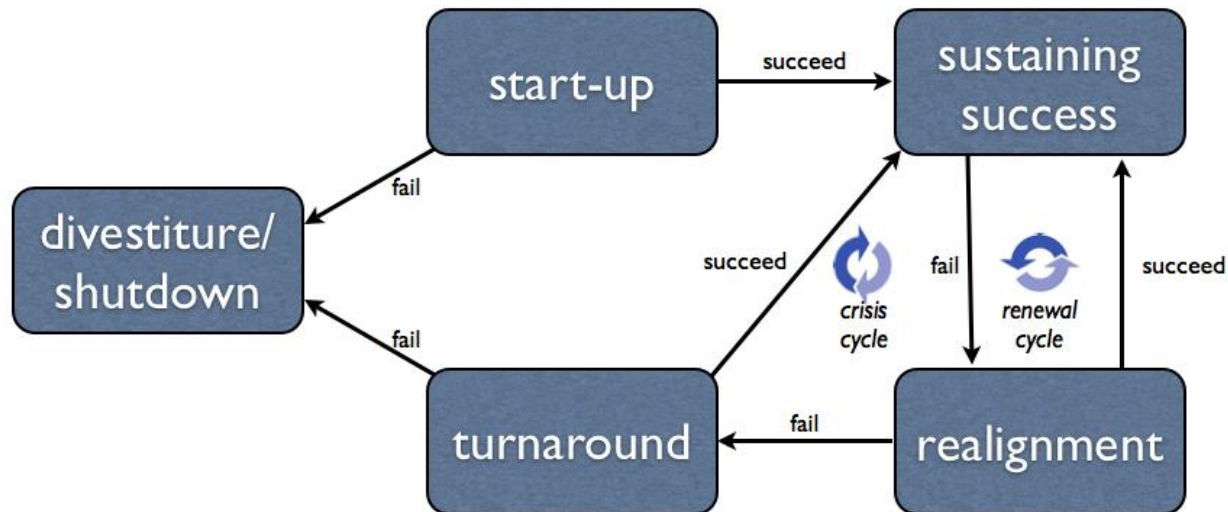


# Leadership Red Ocean

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# Leadership STARS Model



*Saving a business widely acknowledged  
to be in serious trouble.*

## Challenges

- **Reenergizing demoralized employees**
- Effective fast decisions
- Painful personnel choices

## Opportunities

- Everyone recognizes the need for change
- External support
- A little success goes a long way

## Typical Leadership Roles

### Help with...

- Getting resources quickly
- SMART Goals
- Guidance strategic breakpoints
- Staying focused
- **Supporting tough calls**
- **Correcting external image**
- **Cut deep and fast enough**



*Reenergizing a previously successful organization that now faces problems*

## Challenges

- **Convincing employees that change is necessary**
- Restructuring top team and refocusing organization.

## Opportunities

- Significant pockets of strength
- People want to continue to see themselves as successful

## Typical Leadership Roles

### Help with...

- Getting resources quickly
- SMART Goals
- Guidance strategic breakpoints
- Staying focused
- **Making a case for change especially if you're external**

# Leadership Turnaround & Realignment



Fundamentals	Turnarounds	Realignments
<b>Learning</b>	Strategies, markets, technologies Act quickly	Cultural and political Act deliberately
<b>Strategy</b>	Prune noncore business	Hone and leverage existing capabilities. Innovation.
<b>Top priorities</b>	Faster bolder moves Strategy and structure	Slower more deliberate moves Systems, skills, culture
<b>Build team</b>	Clean house at top Recruit external talent	A few important changes. Promote from within
<b>Secure early wins</b>	Shift mindset from despair to hope	From denial to awareness
<b>Create alliances</b>	Bosses, stakeholders to invest resources	Sideways and down ensure execution

## Individual interviews

- What are the strengths and weaknesses of our existing strategy
- What are the biggest challenges and opportunities facing us short/medium term?
- What resources should we leverage more effectively?
- How could we improve the way the team works together?
- If you were in my position what would your priorities be?

## Analyze the session

- What do they say/don't say?
- Volunteer info vs. you extract?
- Take responsibility, excuses or pointing fingers?
- Consistent facial expressions & body language?
- Topics with strong emotional reaction?
- Motivations? What would energize them?
- Outside: how do they relate to others?
  - Cordial and productive?
  - Tense and competitive?
  - Judgmental and reserved?



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## #1 Be a leader – roll up your sleeves



**"A boss creates fear, a leader confidence.  
A boss fixes blame, a leader corrects mistakes.  
A boss knows all, a leader asks questions.  
A boss makes work drudgery, a leader makes it interesting."  
Russell H. Ewing**

## #2 Don't be Mr./Mrs. Fix it!

I HIRE PEOPLE  
BRIGHTER THAN ME  
AND THEN I GET OUT OF  
THEIR WAY.

Lee Iacocca

Your job isn't to provide solutions to every problem that your team brings you.

You need to empower them to come to the table with solutions, to learn, to grow.

**Ask them what they think or what they would do!**

You set the objective, let them decide how to get there.



## #3 The Coin



1. My view
2. Your view
3. The facts

Or...

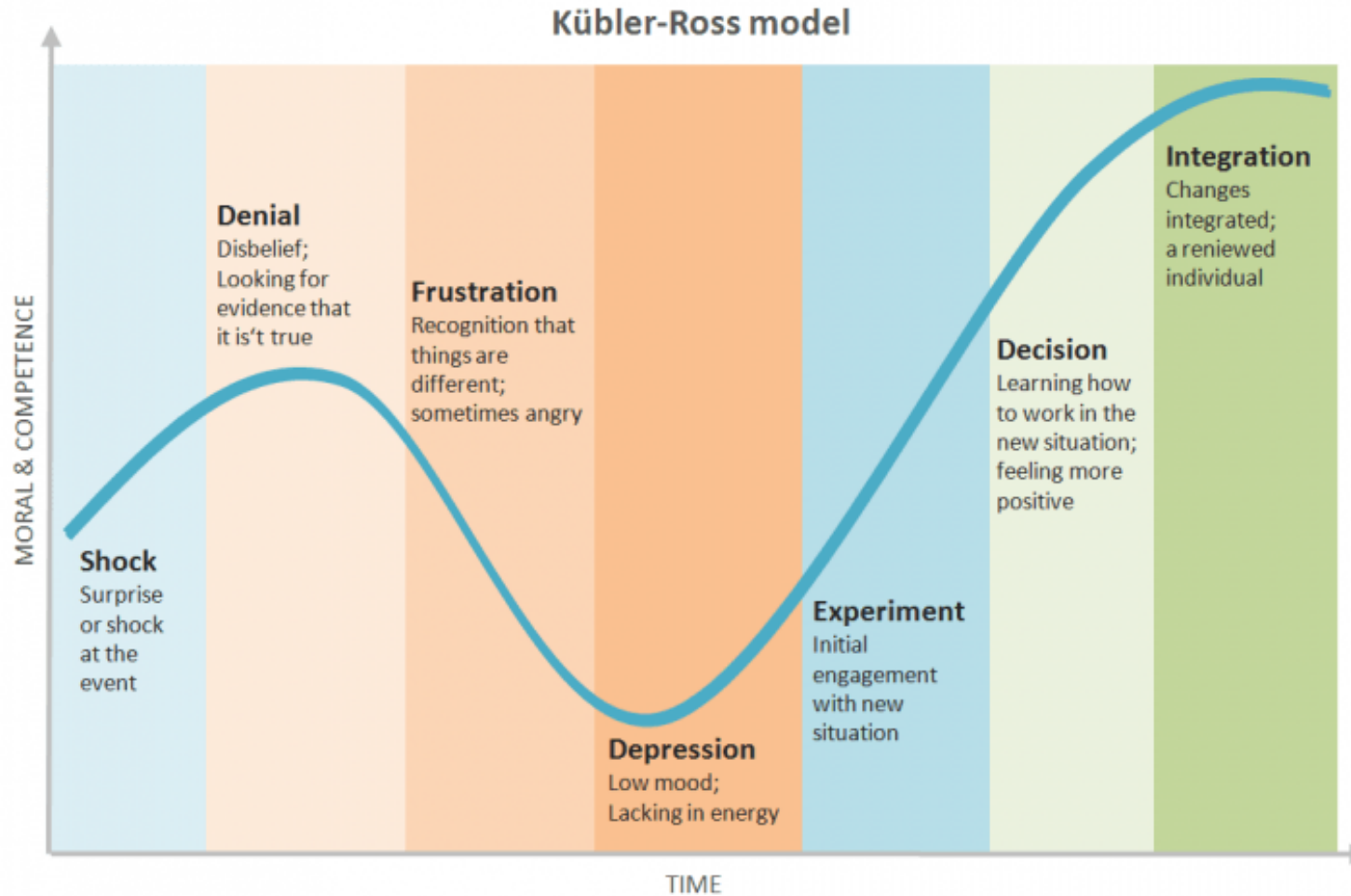
1. The facts
2. Positive side
3. Negative side



# Leadership

## The Curve of Change

### #4 Understand and accept the curve



# Leadership The Curve of Change



## #4 Understand and accept the curve



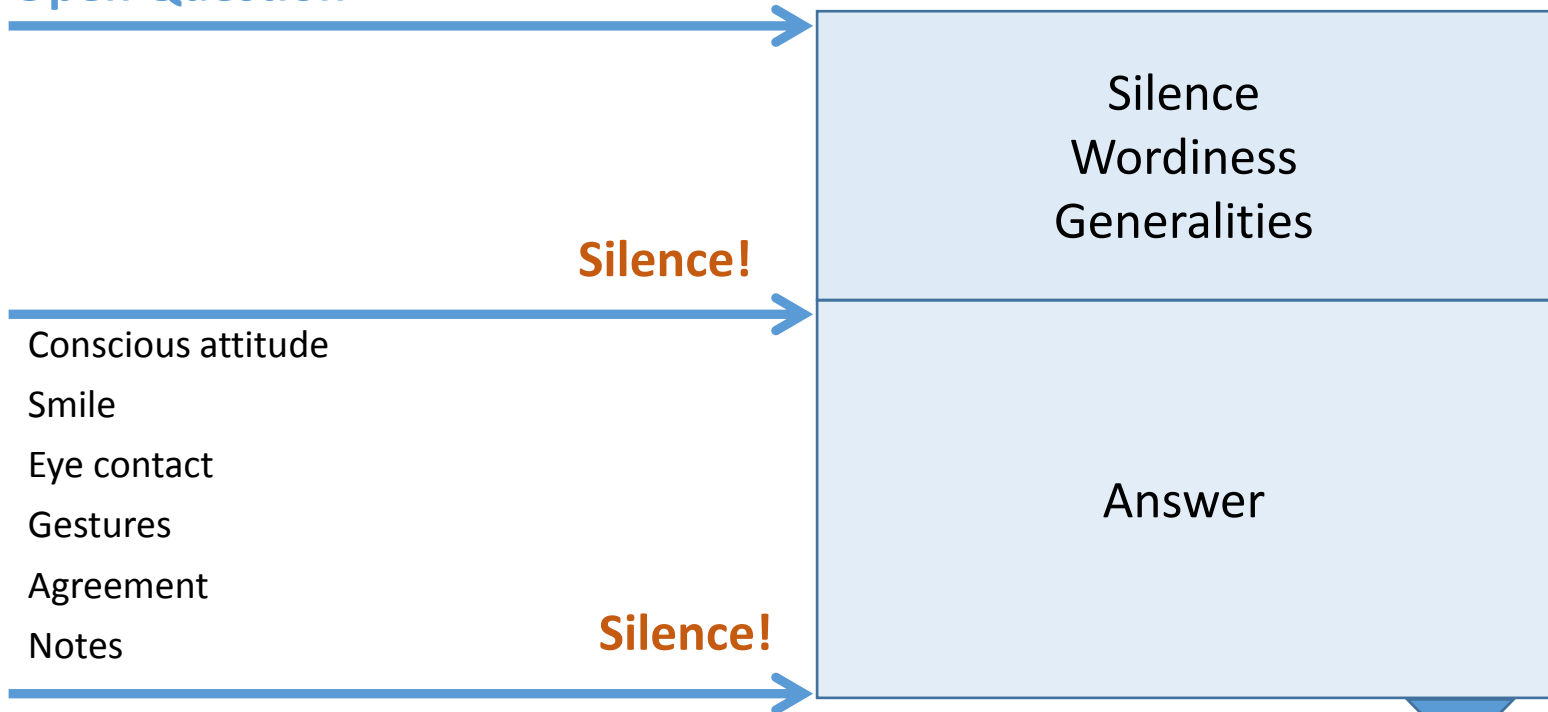
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Stage	Leadership Attitude
<b>Shock</b>	Support, new focus
<b>Denial</b>	Understanding and empathy
<b>Frustration</b>	Respect and consideration for the past
<b>Depression</b>	Inform and reassure
<b>Experiment /Bargaining</b>	Compensate and negotiate
<b>Decision</b>	Encourage initiative/s
<b>Integration</b>	Celebrate and strengthen

## #4 Practice Active Listening

### Open Question



## #5 Avoid the sandwich

### Praise is praise

- Sincere
- Personalized
- Proportionate
- **Unconditional**
- Amongst equals

Thank you or Great Job?  
No favors.



### To the point, no "buts"

When giving negative feedback, or bad news.

*You're an amazing teacher  
but you're not  
dependable.*



## #6 Different strokes for different folks

For every stage in the STARS model and depending on the profile and experience of the employee you will need to **serve** a different purpose, be a different kind of leader...



- Teacher?
- Hero?
- Ruler?



# Our Team

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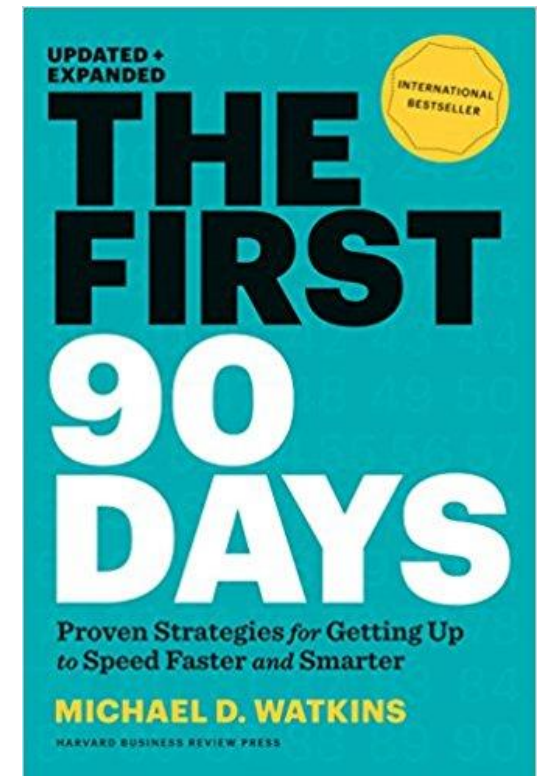
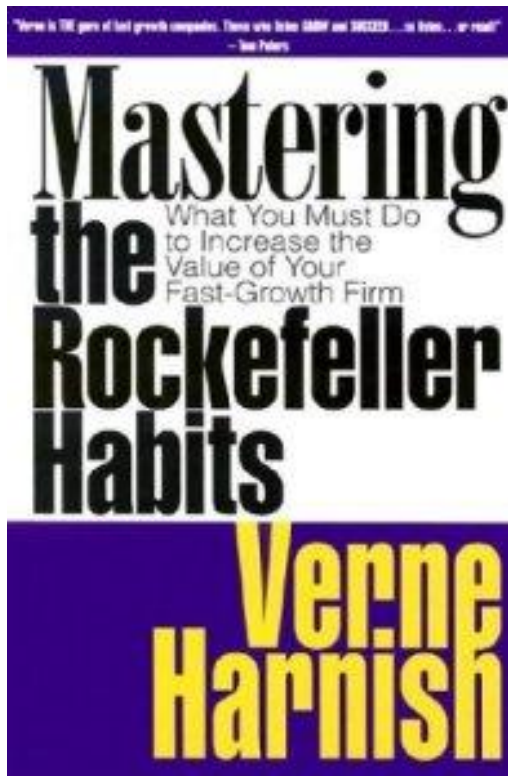
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# Three References





# Thank you!

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