

# THE GROWTH DILEMMA

The 2019 Annual PEO Leadership Conference  
Summary of Group Take Aways









**BILL TAYLOR**



- **Define your company's difference**
  - Be the only one who does it – uniqueness/scarcity
  - What do you promise to deliver that no one else is delivering
  - Do not be the best at what others do; do what no else is doing and do it the best
  - How we work distinctively” is as important as “what we do distinctively”  
... talks to culture
- **Purpose matters – especially to millennials**
  - Importance of what the company stands for
  - Employees have to be brought into the why and be part of the execution
- **“Who we are and what we stand for” clarity = faster decision making**
- **Attitude and mindset are keys to leadership – tough minded optimism**
- **Need to learn as fast as the world is changing**
  - Don't be afraid to ask for help
  - Don't always be the smartest guy in the room
  - Have curiosity and commitment to continuous learning
  - Don't be bound by what you know now
  - Embrace change and uncertainty – keep learning and innovating
  - Paradox of expertise – know too much to invite real change: be a learner
  - Demonstrate intellectual humility to invite organizational learning
  - Be vulnerable
  - Leader as the learner – ask questions
  - “Humbition”
- **The power of being authentic and intensely human**
  - Humanity = authentic connection
  - Importance of humanity + connection with clients/customers
  - Authenticity matters – keep it real
- **New ideas are often messy**
- **Use storytelling, quick lessons to reinforce culture**
- **Focus on “What gets you up in the morning” vs. “what keeps you up at night”**
- **Organizations don't change, people do**
- **Give the future the respect it deserves**
  - Believe in the future





- Today the risk of trying something new is less than the cost of status quo
- **Balance the number of ideas with the need to focus/prioritize the best ideas....too many ideas leads to a lack of focus**
  - Focus on the ideas that will move the needle
  - Welcome ideas from all levels – no rank/seniority
- **Culture matters. Culture beats strategy**
- **Embrace failure. The purpose of an experiment is not success, it is learning**
- **We'll figure it out attitude**
- **Outthink competitors**
- **Don't be afraid or complacent about change**
- **True sense of fear – sense of failure – voice the fear**
- **Yes before no**
- **Outsourcing as a solution – great example of humility winning the day**
- **Knowing what role we can and do play in the customers' lives and imagining an even better one**
- **The power of "isms" in driving culture**



# TOP WAYS PLANNING TO APPLY THIS KNOWLEDGE

- **Think about the future every week**
  - Carve out time
  - Push your imagination
  - Set hours per week for innovation and forward thinking
- **Focus in on priorities – 2-3 priorities and stick with them**
- **Stay humble, curious and vulnerable**
- **Indoctrinate new people and do it from the top**
- **Create ‘isms’ for the organization**
  - Go deeper into defining behaviours
- **Investigate customer experience – as an organizational learning opportunity**
  - Challenge the team
  - “What are new and better ways we can serve our customers?” via a contest/award
- **Communicate the risk of status quo and the need for change**
- **Spend more time learning**
  - Don’t limit imagination
  - Read more
- **Define the one thing that makes your company unique**
  - Focus on what works that is truly different, unique, valuable, new about your company
- **Ask for help outside and inside the organization**
- **Discuss “how” you work as a team, not just what you do or what you are trying to accomplish**
- **Read the John Gardner speech to McKinsey on personal renewal**









# TIFFANI BOVA





- **Growth and comfort never co-exist**
- **Have a beginner's mind**
- **Know your context before getting to growth**
- **Understand what your customers care about in terms of: innovation, trust, values, customer experience**
- **Plum existing customers**
  - We don't treat existing customers as the gold that they are
  - Getting a new customer is 6-7x more expensive than retaining existing ones
- **Customer experience is the new battleground**
  - Customers are starting to care more about customer experience than product quality
  - Customers remember the experience, not the price (Uber example)
  - Technology can help transform the customer experience and quality of service
  - Not one person owns the customer experience - get internal buy-in, alignment/context with behaviours – doesn't happen in isolation
  - Leverage data to anticipate customer needs and wants and to deliver
- **Unhappy employees = unhappy customers**
  - Your customers are only as happy as your employees
  - Generationally, culture matters – what does a day at your company look like?
- **Transparency (with employees and customers) is the key to trust**
  - You need to deliver on/exceed expectations
- **You are your own competition**
  - Internal, not external obstacles are your biggest barriers
  - Don't waste too much time benchmarking the competition – look in the mirror 1<sup>st</sup> and look to other industries





- **Purpose over profit**
  - Determining and communicating (internally and externally) your social impact/values has influence on your employees and customers
  - 73% of people surveyed say that social consciousness makes a buying behaviour difference
  - Customers will not buy from companies that their values are not aligned with
- **Proper sequence and combination of growth initiatives are keys to success**
- **Look at how to free up salespeople's time**
  - 66% of sales people's time is not spent selling
- **Transparency of operations and ability to give positive and negative feedback and feel like you've been heard are key**
- **B-to-B customers have B-to-C customer expectations with respect to technology**
  - But it has to be humanized
- **Companies only do 2 things: make it – sell it**
- **Hyper-personalization (the 5<sup>th</sup> industrial revolution) is coming**





# TOP WAYS PLANNING TO APPLY THIS KNOWLEDGE

- **Identify/map out what our customer's experience is with us**
  - Empower employees to improve customer experience
  - Align sales journey with client journey
- **Focus on digital transformation/technologies and the impact they are having on our customers**
- **Challenge team to understand what we could be doing to better serve our existing customers**
- **Focus on CSR strategy and gain clarity around company values and purpose**
  - Ensure the external messaging around what we are doing for sustainability
  - Put "values" on website
  - Implement more social awareness and communicate to customers
  - Communicate company values more
- **Optimize sales time**
- **Stop chasing perceived competition and recognize you are your perceived competition**
- **Show the organization the video The Story of Sales to help elevate the role of sales**
- **Ask organization how can we learn/apply learning from other industries**
- **Walk in the shoes of employees more via time on the floor, time in front of the customer**
- **Use data we already have to gain insights**
- **Think about growth plan in terms of deliberate sequencing of initiatives**









**RON TITE**



- **Tie it all together – Think. Do. Say. – builds trust**
  - Think: Don't be reactive. Take time to think
  - Do: the power of personalized experience. Little things can have huge impact – personal note
  - Say: words & tone matter, keep the message clear and consistent, get attention
  - Order is important – think before do and do before say
- **Invest in your own future via personal renewal**
- **Be authentic – comfortable with your imperfections**
  - Recognize bullshit – allow company to recognize it too, call it out
  - Authenticity builds trust
  - Authenticity is rooted in the things you do well or don't do well
- **Find your company's integrity gaps and fix them**
- **Live values – not just words – actions matter**
  - Review the values to see if you actually believe them
  - Align goals with values
  - Have the whole team on the front line live the values
  - Writing down values is not the point, customers and employees need to experience them
  - Stand for something beyond yourself and beyond profit
  - Companies who get into trouble have strayed from core values
- **Believe in what you do, walk the talk**
  - Believing it yourself as a leader creates authenticity





- **Focus on culture**
  - Deliver the message of trust
  - No meetings before the meeting
  - Employees choose to work for the company – not just a job
  - Telling stories helps drive culture
- **Organizations are competing with startups and in VC world, you need 1 yes vs in corporate world, you need 1 no**
  - Well intended ideas can be squashed by (well-intended) managers
- **Execute/deliver**
- **Good intentions executed poorly are useless**
  - Be consistent across your organization
  - The power of alignment and employees implementing key messages/goals
  - Trust is easily broken
- **Focus on customer pain points**
- **Dyson example – not a problem until someone solves it**
- **People don't know where to look and who to trust so we have to elevate the conversation to something more important**





# TOP WAYS PLANNING TO APPLY THIS KNOWLEDGE

- Who should be involved in creating corporate values?
- Be aware – be authentic
- Embrace experiments
- Be authentic as a leader
- Recognize that it starts with me. CEO = Chief Enabling Officer
- Walk the talk and lead by example, don't just preach it – humility is ok
- Use the framework of Think. Do. Say in our planning and approach
- Purpose over pitch-slapping
- Figure out how to be the disruptor
- Narrow it down to a few core ideas and let that be your focus
- Tell more stories that demonstrate our values
- Get out and live the values
- Do the little things right
- Focus on employees first
- 5 stakeholder mindset
- Don't be predictable like stress balls and t-shirts
- Share Ron Tite's POV on values with HR
- Revisit transparency within our orgs
- Talk to team about integrity gaps
- Send personalized notes to customers





Thanks for attending.  
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