

Leaders' Insights

Chapter 3

ENGAGE YOUR LEADERS - ADDRESS THE ECONOMIC HORIZON

As a senior leader, we urge you to carefully consider the Casselman and Lahart Wall Street Journal article, September 17-18... "*Companies Shun Investment, Hoard Cash.*" We agree with Casselman and Lahart's perspective about the economy's horizon. We have been concerned about the article's thesis for months.

OUR ACTION CALL FOR INNOVATION...

We urge that our clients, corporate and government agency leaders, respond to, and manage, the threat of continuing budget reductions in government, and revenue challenges for corporations, by **harnessing and energizing their most valuable, and least leveraged asset...their senior leaders...including members of their board of directors.**

IMMEDIATELY...Ask all senior leaders, including directors, to read, or reread, the WSJ article to solidify their personal views about the 60 month economic horizon...one month at a time.

Encourage leaders to collaborate with one another to agree on a shared vision, or visions, about those 60 months and their likely impact on your company, or government agency, if no mitigating action is taken.

BEFORE THANKSGIVING, 2011...Conduct a Saturday off-site for all senior leaders and directors to agree on the revenue scenarios that will impact your company or government agency:

- Schedule one or more follow-up meetings, before Thanksgiving, where interdepartmental, groups of leaders can agree on a roadmap for change - to ensure your sustainable success during and following the difficult 60 months ahead.
- Focus action planning, beginning to immediately implement one or two innovative, strategic initiatives that have languished because they were too hard, too disruptive or too painful...when there was no sense of urgency.

TODAY...Don't delay developing and implementing a fast-track action plan. Don't wait to respond effectively - with sustainable competitive superiority as your goal.

Focus on expediting the implementation of one or two strategic initiatives that will capture incremental market share or, for our government clients, make your agency the valued and most cost effective partner for your customers. Be certain your government agency or corporation is indispensable:



John McCreight

We publish *Leaders' Insights* periodically to encourage a dialog among senior leaders - including C-suite executives and their senior leadership teams, board members, and government agency leaders.

Our Focus...We are determined to be leaders and visionaries, anticipating and pragmatically addressing the needs of our clients.

Our Engagements...typically involve partnering with our clients' leaders, worldwide...to ensure their competitive superiority - identifying and addressing management issues and resources that energize or constrain strategic, large-scale change.



Our Alliance Partners...Our firms nurture relationships with more than 150 partner-level professionals worldwide. Our Alliance Partners bring to engagements a depth of experience dealing with difficult operational, governance, information and technological challenges.

Our Research & Operations Center Professionals...focus daily on understanding lessons learned and emerging best practices to ensure our firms' professionals are informed, competent, proactive and responsive.



McCreight & Company

Board Effectiveness Partners

CIO Group

Second Opinion

STRATEGY IMPLEMENTATION CONSULTANTS

- Focus on success...For each of the one or two priority initiatives, assign one respected leader, a leader seen as a senior leader within two years...to guide the detailed design and implementation of the strategic initiatives.
- Have the implementation leaders establish an interdepartmental implementation team and a roadmap for change with monthly milestones and a budget...then, quickly meet to present their plans to all senior leaders.
- Schedule the implementation leaders to meet, at least monthly, to review progress meeting milestones...achieving quantitative goals that should become measurable within six months.
- Try to avoid reorganizations, mergers and acquisitions. They often take too long to have a sustainable, positive impact.
- Retain, nurture and recruit strong leaders for the demanding days ahead.

TIME IS NOT OUR FRIEND...Act before Thanksgiving. Strategic change involving revenue growth takes time, if it is to be sustainable and lead to competitive superiority. Needless to say, continue to drive costs out, while improving cost effectiveness.

Visit our website (www.implementstrategy.com) for other suggestions and our lessons learned focused on strategy implementation.

.

OUR FIRMS:

McCreight & Company, and our three sister firms, **Board Effectiveness Partners (BEP)**, **CIO Group** and **Second Opinion**, partner with our clients worldwide to ensure the successful design and implementation of strategic, large-scale change.

- **BEP** serves as a guide and catalyst, enhancing board and director effectiveness and governance quality – enabling industry directors and CEOs, and government agency directors, to improve their organizations' performance.
- **CIO Group** serves as information and technology consultants, focused on ensuring our global clients' competitive superiority. We partner with government agency directors, and in corporations - CEOs, CIOs, CTOs, and their senior leadership teams - to create sound and secure technology and information strategies that are defined, implemented and managed to support key business and mission goals.
- **Second Opinion**, industry focused management consultants, serve our clients, on-call, as urgent-response advisors. We are able to offer experience-based guidance, a second-opinion when senior leaders, investors, elected officials or board members, are uncomfortable and are seeking a second opinion about their options and decisions related

Our Competencies



For over 40 years, we have served exemplary clients in the United States, Canada, Western Europe, Japan, India, the Middle East, and Southeast Asia.

The following is a partial list of our clients:

Criminal Justice & Public Safety:

Boston, Mayor's Office	Montreal, Police
Detroit Mayor's Office	New Haven, Police
FBI	New York, Mayor's Office
Indiana, Governor's Office	New York, Police
Michigan, Governor's Office	San Francisco, Police

Healthcare:

Connecticut, Emergency Medicine	Johnson & Johnson Metropolitan Washington
Graduate Hospital Greenwich, Connecticut, Emergency Medicine	Regional Medical Association, Emergency Medicine
Henry Ford Hospital	US, National Institutes of Health
	Yale-New Haven Health Systems

Information and Education:

American Express	Kauffman Foundation
Applied Minds	LexisNexis
Bank of America Citigroup	New York Public Schools
Connecticut Council for Education Reform	Reed Elsevier Stamford Public Schools
Covisint	The New York Times
Credit Suisse	TheStreet.com
Detroit Public Schools	The Washington Times
Deutsche Bank	University of Pennsylvania
Greenwood Publishing	
JP Morgan Chase	

National Security:

CIA	NSA
Deputy Secretary of Defense	ODNI
FBI	Presidential Commission
NGA	TASC

Technology and Energy:

Alcatel-Lucent	Kodak
Amtrak	Lenovo
AT&T	Lockheed Martin
Avaya	National Grid
Bell Laboratories	Northrop Grumman
Boeing	Telcordia
Chrysler	UIL Holdings

to strategic change, including mergers and acquisitions, competitive and sustainable economics, governance, performance outcomes and measures, strategy, talent, technology and information.

Ciena	United Illuminating
Corning	United
EF Johnson	Technologies
Technologies	Varian
Getronics	Semiconductor
IBM	Verizon
Kellstrom	Xerox
Aerospace	

Please email anytime, with your experiences and thoughts to ROC@ImplementStrategy.com.

Contact us for copies of *Insights*, or download them from our website www.ImplementStrategy.com

