



The One Thing Service Leaders Want The Most During COVID-19

TSANet EMEA Focus Group

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Our Philosophy

All of us are better than any of us

Small steps lead to Leaps

Pay it forward

Service Leaders Roundtable

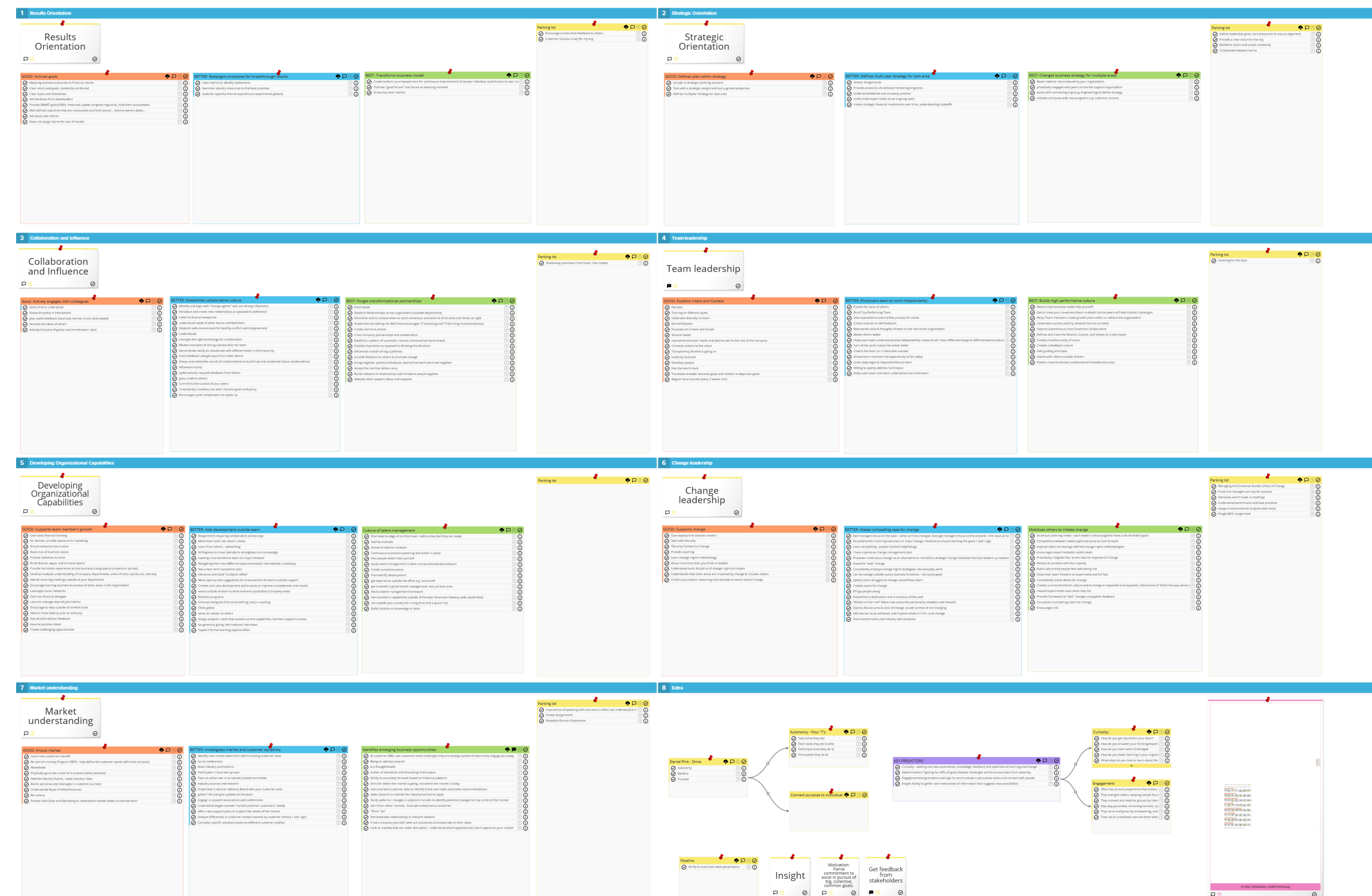


- March 2020, Klever Insight invited 28 service leaders to a [Service Leaders Roundtable](https://kleverinsight.com/)
- Support group, think tank and master class all in one
- Asked to think about top topics for Personal, Professional and for Society
- Single biggest topic? Developing the next generation of up-and-coming leaders.

The approach

- How to develop up and coming leaders.
- Looked at a [HBR article](#) which outlined 7 competencies
 1. Results Orientation
 2. Strategic Orientation
 3. Collaboration and Influence
 4. Team Leadership
 5. Developing Organizational Capabilities
 6. Change Leadership
 7. Market Understanding

Brainstorming



Results Orientation

GOOD: Achieves Goals

- Gather feedback from stakeholders
- Establish clear vision and goals and continuously reinforces them
- Understand the difference between goals on activity-based measures and goals on outcome-based measures
- Hold team (and self) accountable for results

BETTER: Defines multi year strategy for own area

- Redesigns processes for breakthrough results
 - Looks for opportunities to expand local experiments globally
 - Searches industry resources to find best practices
- Uses metrics to identify bottlenecks

BEST: Transforms business model

- Drives top level metrics
- Tolerate "good failure" Use failure as teaching moment.
- Create bottom-up empowerment for continuous improvement: Empower individual contributors to see / solve problems

Strategic Orientation

GOOD: Defines plan within strategy

- Joins in strategic planning sessions
- Tasked with a strategic assignment but augmented with a sponsor

BETTER: Redesigns processes for breakthrough results

- Accept “stretch” assignments
- Gain access to cross-functional mentoring programs
- Understand market and company position
- Make strategic financial investments over time, understanding tradeoffs

BEST: Changes business strategy for multiple areas

- Read material produced outside their own organization
- Participate in industry conferences and contribute to the field
- Proactively engage with peers across the support organization
- Work with adjacent organizations (e.g. sales, product management, engineering team) to define strategy
- Initiate company-wide new programs (e.g. customer success, knowledge sharing)

Collaboration & Influence

GOOD: Actively engages with colleagues

- Seek first to understand
- Show empathy in interactions
- Harness the ideas of others
- Actively inclusive of global and remote team input

BETTER: : Establishes collaborative culture

- Understand needs of other teams and feed them
- Models examples of strong collaboration for team
- Introduce new relationships to overcome bottlenecks
- Identify and align with "change agents" who are strong influencers

BEST: Forges transformational partnerships

- Defends other people's ideas and requests
- Builds network of relationships and introduce people together
- Establish a pattern of successful choices
- Cross company partnerships and collaboration
- Plant Seeds

Team Leadership

GOOD: Explains intent and context

- Connect actions to the vision
- Earn team's respect
- Develop people
- Champion the team
- Represent the team needs and desires well to the rest of the company
- Translate broader business goals to department's own goals

BETTER: : Empowers team to work independently

- Build a top-performing team
- Set expectations and clarify process for collaborators
- Helps each team understand what "independent" means for them
- Make others better
- Be willing to openly address hard topics

BEST: Builds high performance culture

- Help team members create growth plans within or outside the organization
- Inspire autonomous cross-functional collaboration
- Define and live the organization's mission, culture, and values on a daily basis
- Create a feedback culture
- Foster cross-functional collaboration/innovation/success

Developing Organizational Capabilities

GOOD: Supports team member's growth

- Basic financial training
- Provide horizontal experience across business (using special projects or sprints)
- Attend recurring meetings outside their own department
- Learn to manage beyond just metrics
- Step outside of comfort zone
- Seek to move laterally prior to vertically

BETTER: Aids development outside team

- Seek assignments requiring collaboration across organization
- Defines multi year strategy for own area
- Lead a cross-functional team for a major initiative
- Have a near-term succession plan
- Serve as mentor to others

BEST: Create culture of talent mgmt

- Develop leadership across the organization
- Hire people better than self
- Study talent management in other companies/industries/teams
- Get experience outside the office, e.g. non-profit
- Get involved in global talent management

Change Leadership

GOOD: Supports change

- Start with the why
- Provide coaching
- Learn change management methodology
- Understand other areas are impacted by change and include others
- Continually explain reasoning and rationale to teams about change

BETTER: Makes compelling case for change

- Focus on the future of success
- Empower continuous change as an alternative to monolithic strategic change initiatives that lack bottom-up ownership
- Openly share struggles to change oneself/own team

BEST: Mobilizes others to initiate change

- Safe taking risks
- Encourage experimentation within team
- Reward experiments even when they fail
- Provide framework to "test" changes and gather feedback
- Encourage risk

Market Understanding

GOOD: Knows market

- Learn how customers benefit
- Visit the customer's location (when possible)
- Attend industry events and read industry news
- Build personas and leverage customer journeys
- Partner with sales and marketing teams to understand market better

BETTER: Investigates market dynamics

- Identify new market ideas within existing customer base
- Participate in local user groups
- Take an active role in an industry-based committee
- Implement a customer advisory board with your customer base
- Offer new support plans to support changing market needs

BEST: Identify emerging business opportunities

- Author standards for innovating in the space
- Aim for where the market is going, not where it is today
- Use available customer data to identify trends and make actionable recommendations
- Seek ideas from outside the industry/vertical
- Study patterns/changes in adjacent markets to identify potential changes to own market
- Seek out visionaries and elaborate on their ideas



A Digital Strategy Coach for Managers


Leaders come up with strategic plans...



 Things like:

- Improve customer experience
- Reduce employee effort
- Modern measures
- Knowledge/Collaboration
- Efficiency

It simply doesn't work.



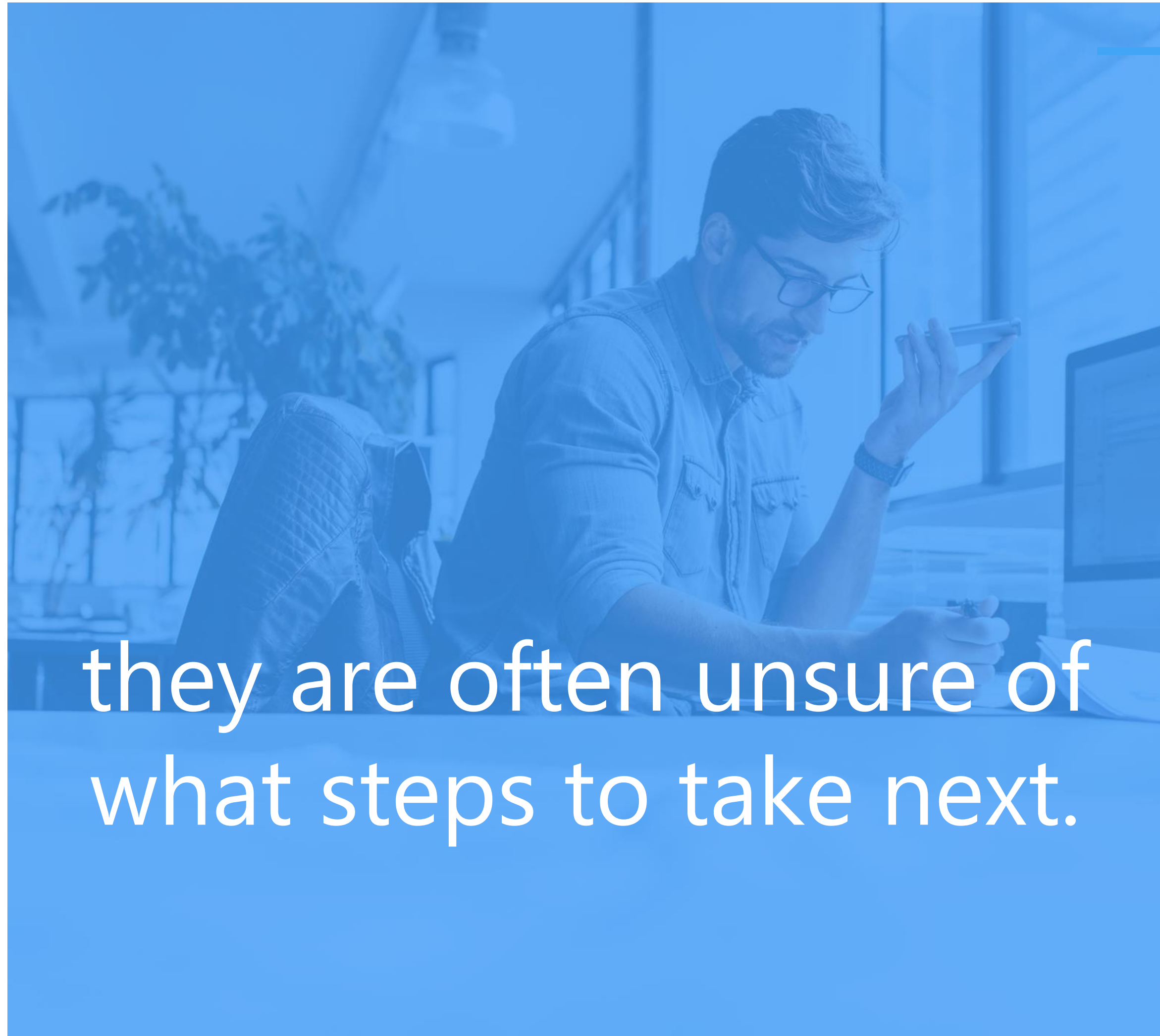
Managers have less than
10 minutes a day to think
about strategic issues.



They are too busy...

- Putting out fires
- Chasing metrics that don't matter
- Meeting after meeting after meeting

But even if managers could free up time...



Introducing Klever Insight:

- A data-driven solution with input from your teams
- Easy-to-follow playbook
- Small but impactful changes that take just minutes a day

they are often unsure of
what steps to take next.

We believe:

It isn't enough to follow a process.

It's more impactful to continually improve the process.

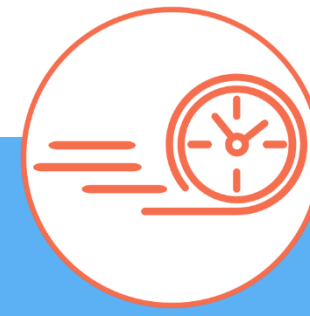
Simply. Joyfully. In the workflow.

How it works



Data-driven diagnostic

- 1a. Know your pain point? Get started immediately
- 1b. Want a data-driven diagnostic? Take a 5-minute employee survey



Accelerator

1. Define pain point
2. Coach and co-create solution with small internal team
3. Proven results in 30–120 days



Transition to subscription

Software

Questions?

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