



# 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](#)
- 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

## Deep Dive : How to develop up-and-coming leaders

The image displays a collection of 28 mobile application screens, organized into 8 main categories, each with a 'Working list' sidebar. The categories and their respective screens are:

- 1 Results Orientation:** Results Orientation, Define your vision, Define your strategy, Transform business model.
- 2 Strategic Orientation:** Strategic Orientation, Define your vision, Define your strategy, Change business strategy for customer area.
- 3 Collaboration and Influence:** Collaboration and Influence, Build strong partner relationships, Establish collaborative culture, Design transformational partnerships.
- 4 Team leadership:** Team leadership, Inspire and control, Engage team to work collaboratively, Build high performance culture.
- 5 Developing Organizational Capabilities:** Developing Organizational Capabilities, Support team members growth, Build development culture, Build effective management.
- 6 Change leadership:** Change leadership, Support change, Remove competing goals for change, Create vision for future change.
- 7 Market understanding:** Market understanding, Know your market, Understand market and customer needs, Identify emerging business opportunities.
- 8 Exit:** Exit (containing a flowchart diagram), Exit (containing a list of tasks), Exit (containing a list of tasks).

# 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

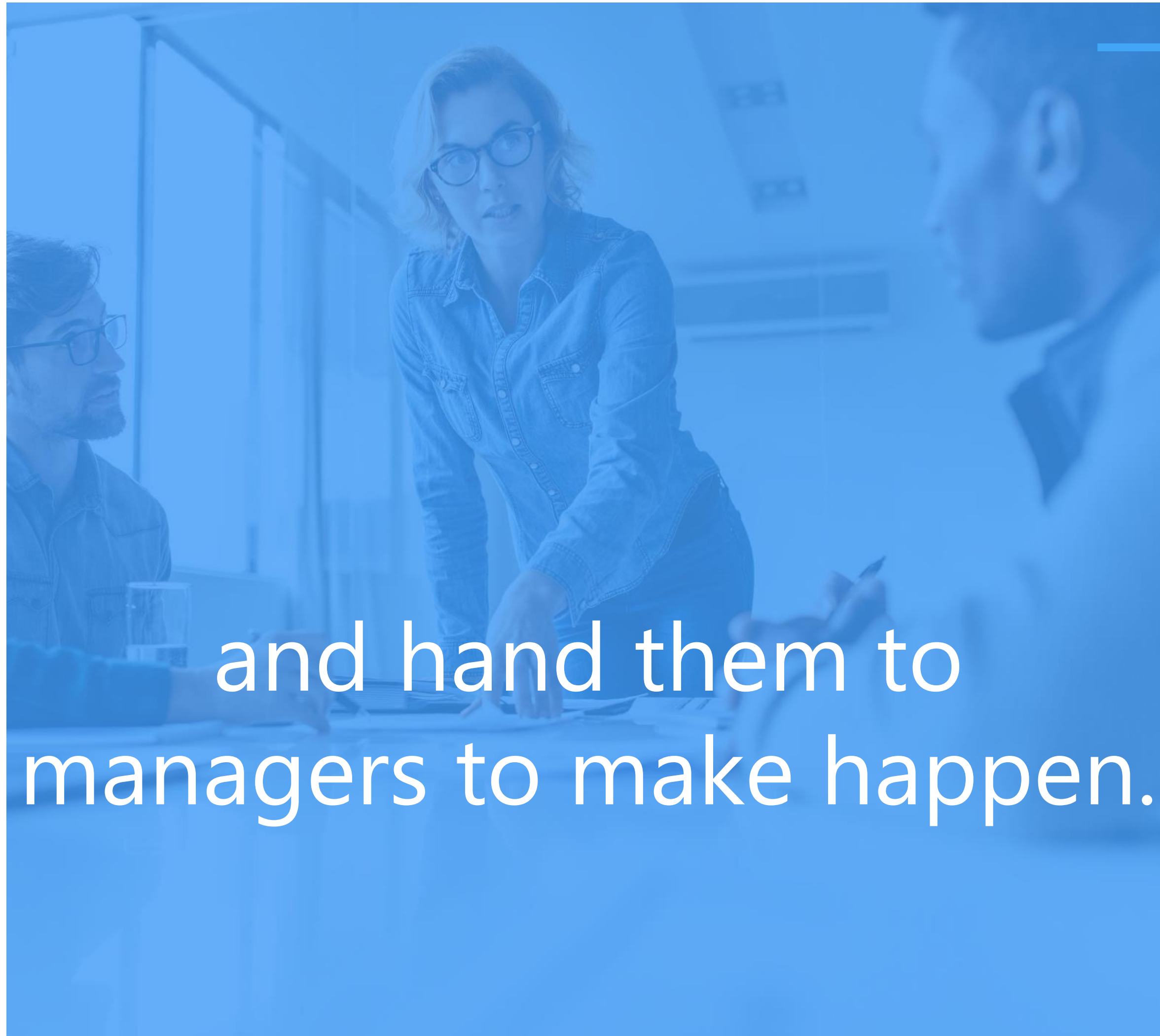
## BEST: Identify emerging business opportunities

- 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...




and hand them to  
managers to make happen.

 Things like:

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

It simply doesn't work.

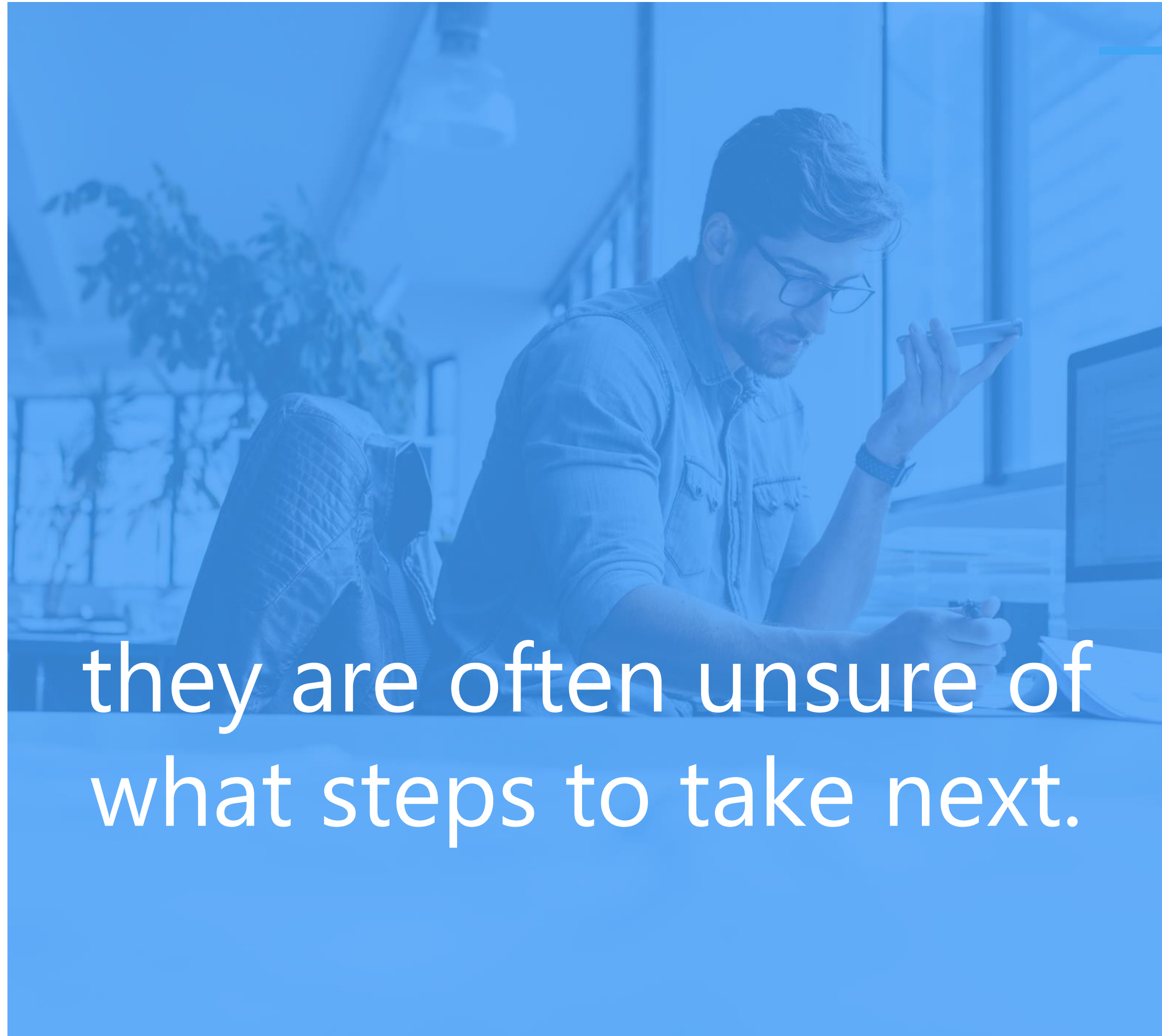


Managers have less than  
10 minutes a day to think  
about strategic issues.

 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...



they are often unsure of what steps to take next.

 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



**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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