



Ten3 SMART Learning

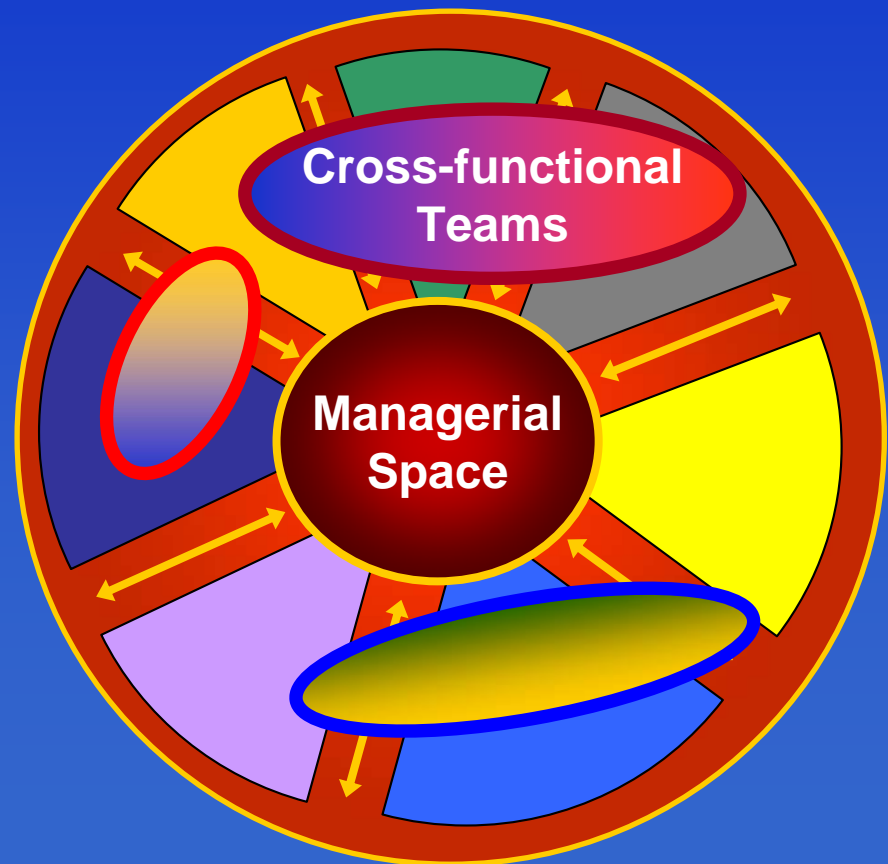
Demo version
(10 slides)

Synergistic, **M**otivational, **A**chievement-oriented, **R**apid, **T**echnology-powered

SMART Manager

50 PowerPoint Slides +
50 Executive Summaries +
Smart
e-Coaching Screen Saver
(50 slides)

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SMART Manager

- 1. Management by Leadership**
- 2. Developing Corporate Growth Strategies**
- 3. Leading Innovation**
- 4. Building a Growth Culture**
- 5. Employee Empowerment**



Management Models

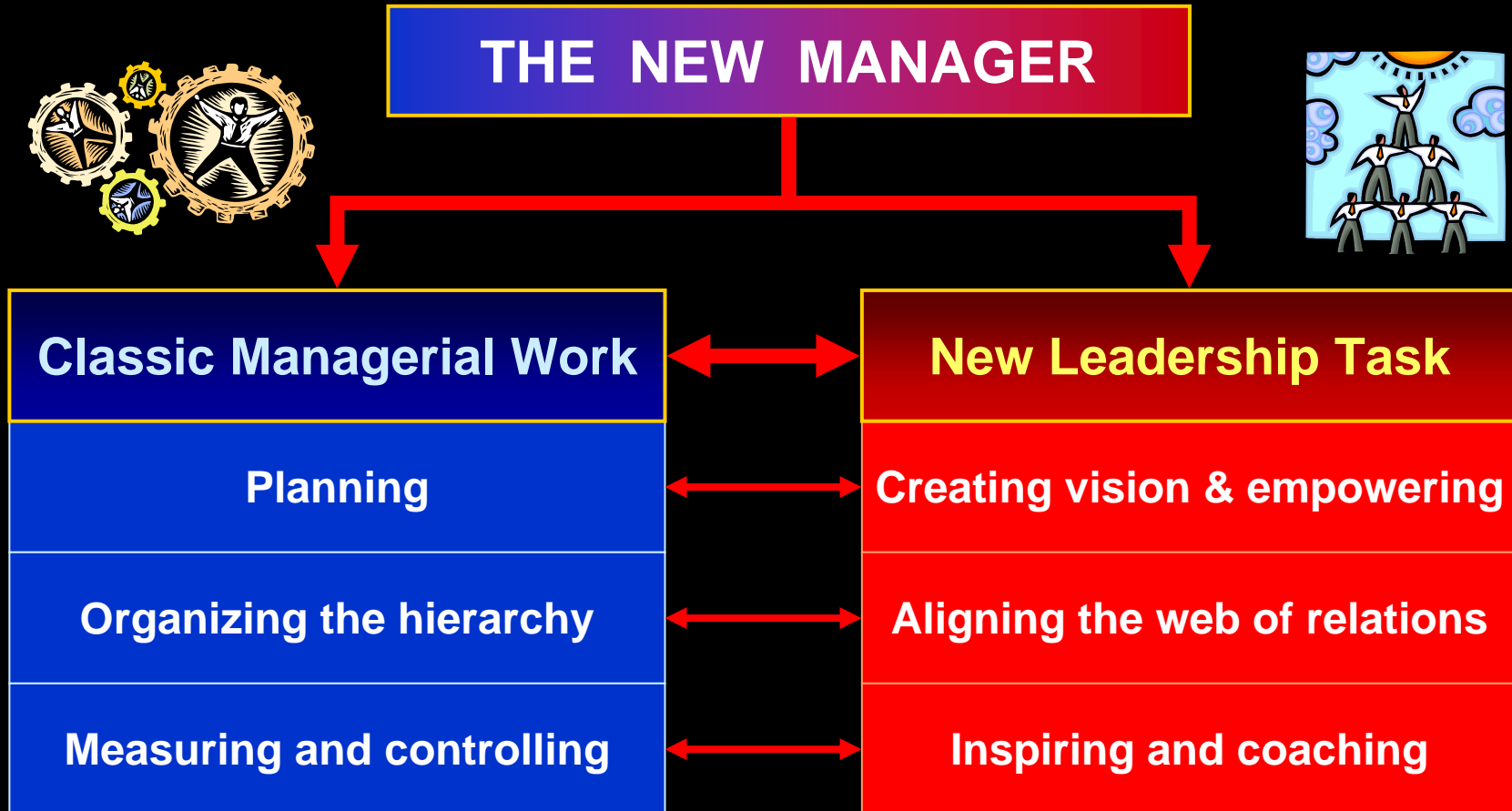
New Management vs. Traditional Management

TRADITIONAL MODEL	NEW MODEL
Managing assets	Managing resources & capabilities
Focus on managing numbers	Focus on creating value
Hierarchical	Networked
Independent parts	Interdependent parts
Reactive	Responsive
Command and control	Empowered employees
Rationality and analysis	Intuition and analysis
Risk-averse blame culture	Encouraging radical ideas & risk-taking

New Managers for the New Economy

Shift from Management to Leadership

"Failing organizations are usually over-managed and under-led" - Warren G. Bennis





Managerial Leadership

Differences Between What Leaders and Managers Do

MANAGERS	LEADERS
Deal with status-quo	Deal with change
Work in the system	Work on the system
React	Create opportunities
Control risks	Seek opportunities
Enforce organizational rules	Change organizational rules
Seek and then follow direction	Provide a vision to believe in and strategic alignment
Control people by pushing them in the right direction	Motivate people by satisfying basic human needs
Coordinate effort	Inspire achievement and energize people
Provide instructions	Coach followers, create self-leaders, and empower them



The Corporate Strategy Logic

Strategy Pyramid (old) vs. Strategy Stretch (new)

STRATEGY PYRAMID

Top-down



Old Strategy-based

Business Development Model

- Effective in known & stable environment
- Builds on existing competencies

STRATEGY STRETCH

Top-down + Bottom-up



New Opportunity-driven

Business Development Model

- Effective in new & unstable environment
- Builds on new competencies



Customer-focused Strategies

Creating, Winning, and Retaining Customers

- Customer-focused Company
- Service-Profit Chain
- Customer Intimacy

- Customer Value Proposition
- Positioning & Advertising
- 22 Laws of Marketing

GROWING TOGETHER

MARKETING

- Listening
- Observing
- Creating Value
- Branding
- Differentiating
- Communicating
- Influencing

RETAINING

SELLING

- Customer Service
- Customer Relationships
- Customer Satisfaction

- Relationship Selling
- Persuading People
- Closing the Deal



Managing Innovation vs. Managing Operations

MANAGING OPERATIONS	MANAGING INNOVATION
Creating today's revenue	Creating tomorrow's revenue
Steps are pre-defined	Steps are undefined
Steps are mostly linear	Steps are mostly non-linear
Single route and result	Multiple routes and results
Driven by functional teams	Driven by cross-functional teams
Reworking is waste	Reworking is part of learning
Clear, shared goals	Unclear, often conflicting goals
Clear front end	Fuzzy front end
Easy to measure	Tough to measure
Rich historical data	Poor historical data
Forecasting possible	Forecasting almost impossible
Short cycle time	Long cycle time
Many common causes	Many special causes
Traditional players & roles	New players & roles
DOING THINGS RIGHT	DOING RIGHT THINGS

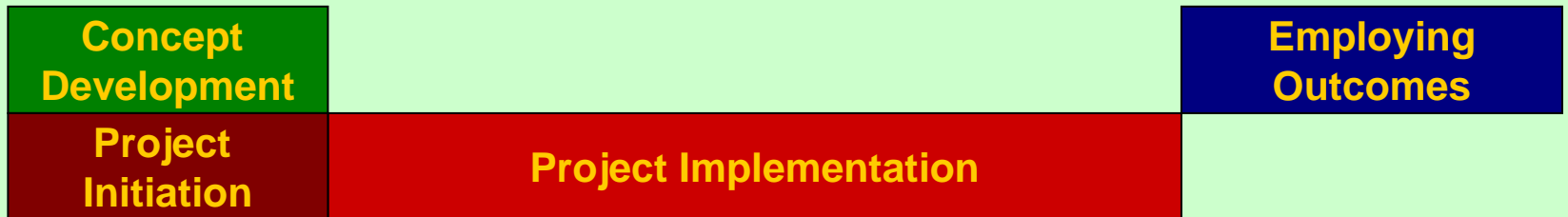


Project Management

Two Approaches

STATIC: PROJECT ADMINISTRATION

Traditional lifestyle model, focuses on finding solutions within given constraints – outcome, time, budget; effective if change cycle is longer than duration of project



DYNAMIC: BUSINESS SYNERGIES

New entrepreneurial model, focuses on adding value to organization and maximizing return on investment; effective if change cycle is shorter than duration of project



Employee Empowerment

Three Levels



Degree of Empowerment & Leadership

Enabling employees to make more and bigger decisions without having to refer to someone more senior

Involving employees in taking responsibility for improving the way that things are done

Encouraging
employees to play a more active role in their work

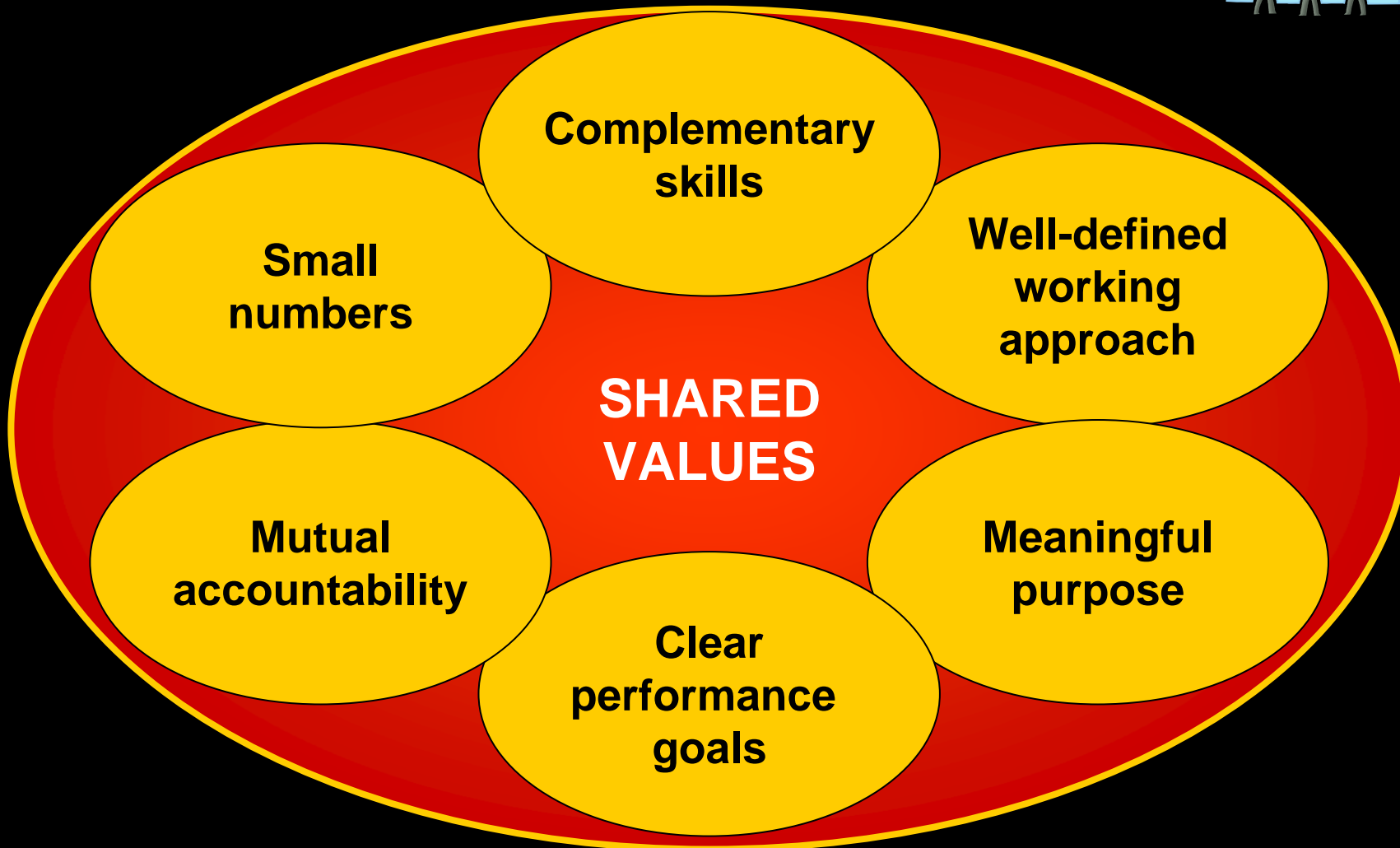
- Getting closer to the customer
- Improving service delivery
- Innovating continuously
- Increasing productivity
- Gaining the competitive edge

Organizational Benefits



Team Building and Team Work

Dream Team





Effective Motivation

Manager-Employee Motivation Index

■ Employee ranking ■ Manager ranking

10 – highest, 1 - lowest



SMART Manager

- ✓ 50 PowerPoint slides +
- ✓ 50 Half-page Executive Summaries +
- ✓ E-Coaching Smart Screensaver (50 slides)

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Sample slide
with a half-page Executive Summary

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Corporate Continuous Innovation Strategies Achieving Top-Line Growth and Bottom-Line Results

"Shun the incremental and go for the leap"
- Jack Welch

VENTURE STRATEGIES

- In-company Ventures
- Spinouts
- Venture Investing
- Venture Acquisitions

IMPROVEMENT STRATEGIES

- Business Process Management
- Incremental Innovation
- Continuous Improvement Firm (CIF)
- Quality Management / Six Sigma

Two Components of Sustainable Growth Strategy

Sustainable business growth strategy is a practical approach to achieving top-line growth and bottom-line results. The two main sources of sustainable competitive advantage are:

Continuous Improvement Culture: continuous effort to improve organizational climate and productivity of the core business in response to continuous changes in the marketplace.

Durable Corporate Venture Strategy: internal investment in innovation and new product/service development, new business creation, and external venture investing in new technologies and emerging markets.

Improvement Strategies versus Venture Strategies

Improvement Strategies: Although cost-cutting efforts can build your bottom line, they cannot fuel high growth; they cannot increase top-line revenue.

Venture Strategies: It is radical innovation and new game changing breakthroughs that will launch your company into new markets, make you a market leader, enable rapid growth, and create high return on investment.

Continuous Change as a Norm

Companies, like any living organism, must become learning organizations that change and adapt to suit their changing environment. According to Bill Gates, if you don't practice the change management that looks after the future, the future will not look after you. "The tendency for successful companies to fail to innovate is just that: a tendency. If you're too focused on your current business, it's hard to look ahead." The constant formation of new units within a corporation is one means of gearing up to change.

Two Types of Change in the Marketplace

Organic, or continuous, change

Radical, or discontinuous, change driven by radical innovation