

# The Leadership Roadmap



**Strategic  
Leadership and  
Personal Audit Tool**

A disciplined approach for leadership and organization development

Provides leaders and teams direction for mastering business fundamentals required for sustainable success

Targets becoming a customer-focused, people oriented, innovative lean enterprise

Builds a formidable competitive advantage by providing the Best Value for customers and all major stakeholder groups

## Individual Self Audit 7 Most Important Questions

are you genuinely enthusiastic about your work?

do you have clear personal and team goals?

do you understand the goals of the Company?

can you connect your personal and team goals to the Company goals?

are you consistently delivering on your promises as represented by your goals?

are you significantly improving your personal and professional competencies each year?

do you consider the Company to be your best career opportunity?

***A Yes answer to ALL questions is a strong indicator the fundamentals required for sustainable success are being mastered.***

***A No answer to ANY question points to a serious need for change along with the need for an action plan to get to Yes.***

## Leadership Self Audit

### The 7 Most Important Questions

***Are you confident that -***

the entire senior leadership team and the total organization are on the right track to achieve sustainable superior results?

the quality of the strategic and annual plans along with the quality of deployment of these plans is consistent with the level of quality needed to achieve sustainable superior performance?

customers see the business as having a strong competitive advantage and that this advantage is being improved at a faster rate than competition is improving?

a highly effective and efficient process is in place for improving cost, quality and delivery and that performance against these metrics exceeds performance of competitors as seen through the eyes of customers?

customers are regularly surprised and delighted with innovative solutions that meet and frequently exceed both perceived and unperceived customer needs and the customers see innovation as an important part of the organization's competitive advantage?

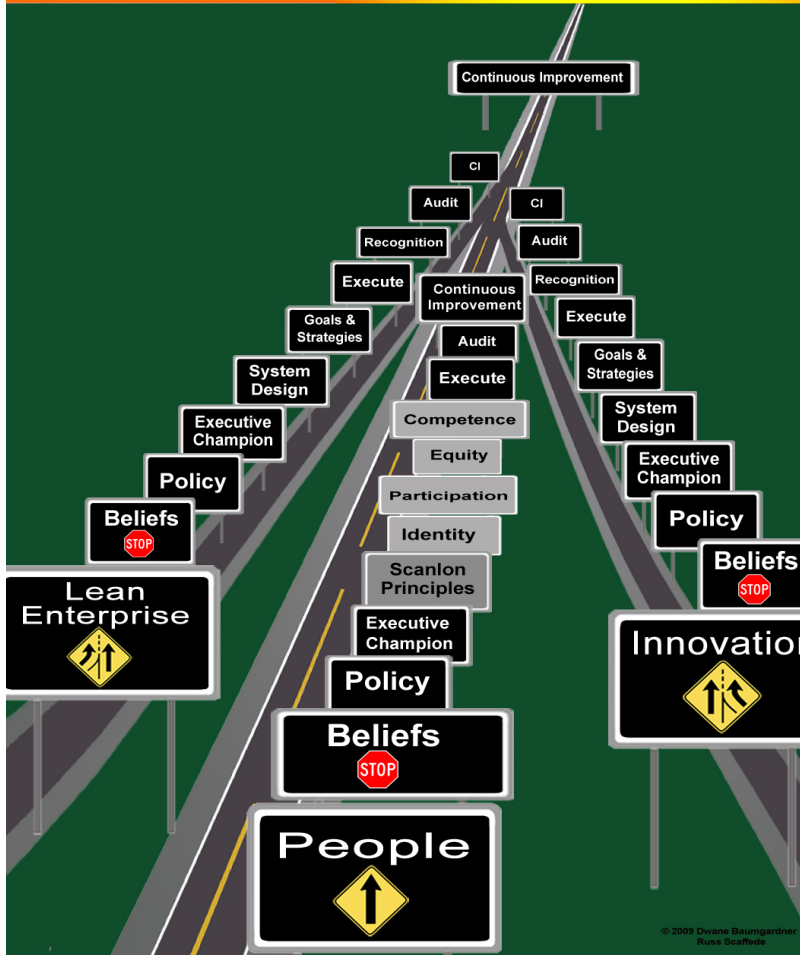
people throughout the organization feel they are treated as being important to success and that the leadership practices they experience on a daily basis inspires them to be highly engaged to apply their full energy, creativity and commitment to achieving organization goals with excellence?

your answers to the six questions above will be shared by your Board of Directors and your entire executive leadership team?

# The Leadership Roadmap

The Only Three Processes That Matter  
Every Milestone Needs to be Mastered

**Sustained Success**  
Shareholder Value Employee Security & Growth  
Customer Satisfaction Growth Profitability  
Competitive Advantage  
Best Value



## Roadmap Sign Definitions

- 1) **Policy** Statement of commitment, rationale and general expectations
- 2) **Executive Champion** The most senior executive who brings passion, knowledge and experience to the development, deployment and performance management of the process
- 3) **System Design** Easy to understand pictorial representation of the process
- 4) **Execute** Education, deployment and performance management
- 5) **Scanlon Principles** **IDENTITY, PARTICIPATION, EQUITY AND COMPETENCE**
  - **IDENTITY:** *distinguishing characteristics that differentiates an individual, team or organization from others. There are four distinct components:*
    - *Purpose* Reason for being that guides and inspires
    - *Reality* The implications of the environmental and SWOT analysis that align the need and objectives for change.
    - *Right Job* Business definition (What business do you want to be in?  
Vision (What do you want to become in this business?)

Strategy (Approach for focusing on critical success factors to realize your vision)

Strategic Objectives (Measurable objectives covering 3-5 yr period)

Annual Objectives (Measurable objectives for the year)

- *Job Right*
  - Deployment of Right Job to all teams in a way that achieves complete alignment
  - Develop and implement an effective performance management system

- **PARTICIPATION** *Providing people and teams the opportunity to achieve synergy and ownership toward achieving objectives*

- **EQUITY** *Providing fair and balanced return for all major stakeholder groups and resolving internal issues in the spirit of fairness to all.*

- **COMPETENCE** *Personal, Professional, Organizational*

## 6) **Audit**

Use outside experts for each major process to assess overall progress and identify areas for continuous improvement

## 7) **Continuous Improvement**

Process of focusing on high impact areas identified with the audits with the goal of becoming excellent practitioners of People, Innovation and Lean Enterprise processes as fast as possible

# Premise

Everyone wants to make a difference in work and life and to be part of a winning team.

Winning requires a compelling competitive advantage, used well.

The strongest competitive advantage is consistently providing all major stakeholder groups (customers, employees, investors, suppliers, communities) with Best Value.

The three principle processes that drive Best Value are:

- 1) ***Innovation***      the process for rapidly identifying and implementing both incremental improvements and quantum leap forward advances for products, processes and the business model
  
- 2) ***Lean Enterprise***      the process for improving cost, quality and delivery by eliminating waste through continuous improvement and optimizing all value chains
  
- 3) ***People***      the process for tapping the full energy, creativity and commitment of all the people, both individually and collectively, toward building a compelling competitive advantage as a customer-focused innovative lean enterprise

## The Leadership Roadmap

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