

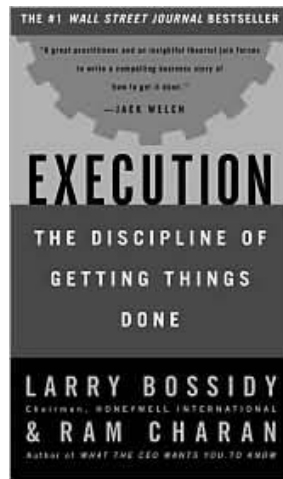
**Session 46: Management and
Personal Development Section
Continental Breakfast: Review
of Recent Executive Books**

Society of Actuaries
Tuesday, October 16, 2007

Presenters

Scott Haglund, Milliman Inc.

Kristen Walter-Wright, The Regence Group



- Discusses the gap between an organization's plan and its actual performance
- The gap is more operational and less strategic

Execution

- Suggest ways organizations can improve the way they execute corporate strategies
- Need to integrate three core processes
 - People: without the right people, can never fulfill the business potential
 - Strategy: strategy should be in sync with realities of the marketplace, the economy and the competition
 - Operations: break down long-range goals into short-term targets

Execution

- Execution isn't everything, it's the only thing
- Difference between dreams and results is how you executed
- Talent you field is important but also need constant involvement with the talent
 - With the right people in place, your job is 90% done



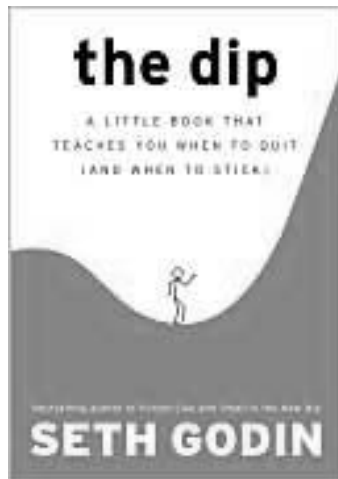
- Author presents his view of effective consulting
- Consultant should assist in identifying a series of manageable, small-scale projects with specific (and measurable) results

High-Impact Consulting

- Consultant forms a partnership with client executives to facilitate execution by the client's staff
 - They know the business better
 - They are in a better position to apply and extend the insights gained
- View is that prevailing consulting roles are teams that do the work and deliver a product that the client is expected to utilize

High-Impact Consulting

- Set specific goals and hold people accountable for them
- Break large problems into small pieces which can be solved in realistic time frames
- Focus on implementation and results
- Take responsibility for solutions rather than on a consultant to tell you what to do



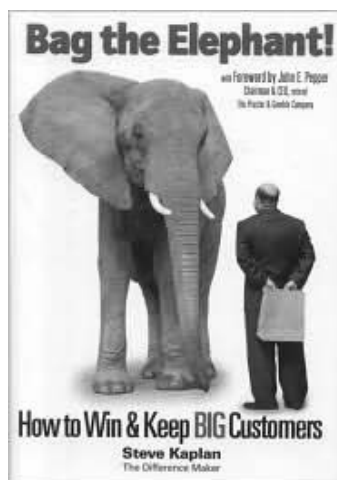
- Book's purpose is to get you think about one thing: Should I quit what I'm doing or stick with it?
- Can dramatically affect your business, department or life

The Dip

- Fact that something is difficult to accomplish works to your advantage
 - If there was any other way, there'd be no profit in it
- Before you enter a new market, consider what would happen if you managed to get through the Dip and win in your current market
- To be a superstar, need to find a field with a steep Dip and then get through the Dip to the other side

The Dip

- If quitting is a strategy, need to outline your quitting strategy before discomfort sets in
- The Dip weeds out competitors, separating the winners from the losers
- The Dip creates scarcity, thins out the ranks until only the best remain
- Author advises people to quit before reaching the Dip as often as he advises to keep going



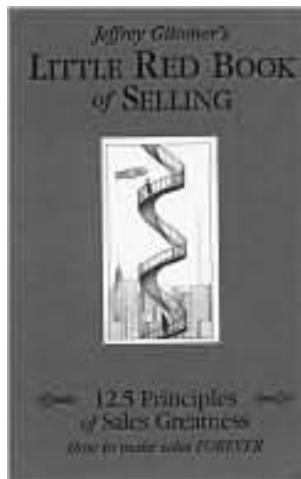
- Elephant in question is the large corporate client
- Although focuses on large clients, can also be applied to all sizes

Bag the Elephant

- Walks through the process of
 - Understanding the elephant
 - Romancing the elephant
 - Leveraging them for even bigger gain
- Goes into common mistakes many people make with clients and how to avoid them
- With big elephants come big expenses and possibly decreasing profits
 - Many ignore this and focus solely on revenues

Bag the Elephant

- Elephants are:
 - Huge, slow-moving, ponderous, strong, slow to react, lovable, stubborn
 - Require enormous amounts of input and if supplied, can bring great financial rewards
 - Are smart, sometimes dangerous, uniquely individual and equipped with long memories
- Because of what they are, need to be super-cautious and respectful when dealing with them



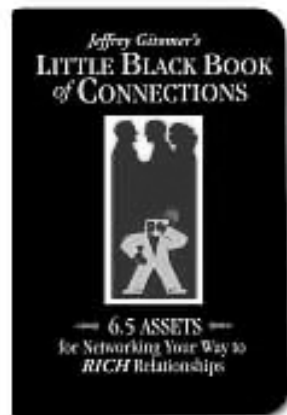
- A sales book
- Not a how-to-sell book, a “why people buy” book

Little Red Book of Selling

- Red is the color of passion – no passion, no sales
- Red is the color of love – need to love what you sell
- Red is the brightest color – must be bright to convert selling to buying
- Red is the most visible color – must be visible to your customers with a value message
- Red is fire – need to be on fire to keep customers

Little Red Book of Selling

- Learn why sales happen and a philosophy of success
 - Long term, relationship driven, referral oriented
- People don't like to be sold but love to buy



- For those wanting to connect for job hunting, career development, business development, sales or social
- Gives principles and actions based on those principles

Little Black Book of Connections

- “All things being equal, people want to do business with their friends. All things being not quite so equal, people will still want to do business with their friends.”
- Primer on how to make friends for any purpose
- Able to start from your current comfort zone and work forward into more aggressive approaches

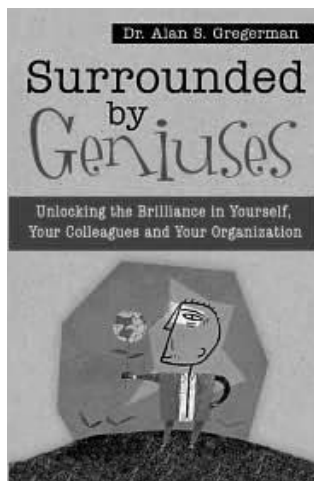
Little Black Book of Connections

- Successfully establishing rich relationships involves
 - Identifying who you already know
 - Defining your goals for connecting
 - Identifying people that can help you achieve these goals
 - Providing value first so that people are inclined to want to connect with you

Little Black Book of Connections

- Relationships you develop today will determine what you are doing a year from now
- The richest relationships are not about what you get, it's about what you give

Surrounded by Geniuses



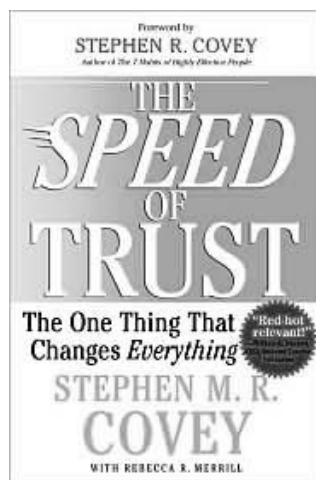
- Approaches to revealing original ideas (bottom-up)
- Beyond traditional brainstorming
- Solutions driven by top customer service experiences
- Ready management applications

Surrounded by Geniuses

Case Studies/Field Trips

1. Powerful Promises
2. Meaningful Conversations
3. Wonder of a Performance
4. Solving Practically Any Request
5. Deliver Fast Response (where every second counts)
6. Be Fast When It Matters
7. Be Brilliant at the Little Things
8. Be Perfect (rocket science)
9. Make It Fun for Your Customers
10. Anticipate Customers' Needs

The Speed of Trust



- Trust increases speed and efficiency
- Trust is hard, real, and quantifiable
- Traditional business formula:

$$S \times E = R$$

(strategy times execution equals results)

- Hidden modifying variable:

$$(S \times E)T = R$$

The Speed of Trust

- 5 Waves of Trust
 - Self Trust (Credibility)
 - Relationship Trust (Behavior)
 - Organization Trust (Alignment)
 - Market Trust (Reputation)
 - Societal Trust (Contribution)
- Inspiring Trust
 - ...and why not extending trust is the greatest risk

Necessary Dreams



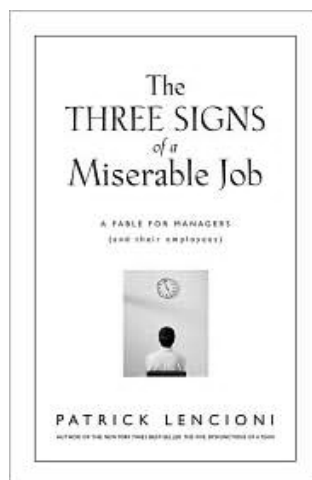
- Argues ambition is a fundamental need
- Women may assume their success is due to luck
- May not seek recognition for their achievements
- May place lower priority on achieving success

Necessary Dreams

Management Insights:

- Feedback to employees highly personalized
- Feedback acknowledges direct actions taken and results of those actions
- Addresses ongoing difficulties in work-life balance for entire team
- Recognition of contributions as both self-driven and for greater good

The Three Signs of a Miserable Job

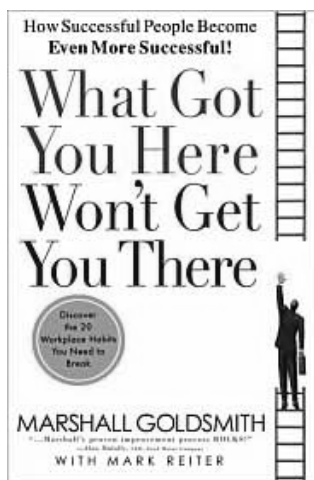


- Leadership fable
- Explores causes of job misery
 - Anonymity
 - Irrelevance
 - Immeasurement
- Case studies
- Application

The Three Signs of a Miserable Job

- Taking Action (mgmt perspective)
 - Do I really know my people?
 - Do they know who their work impacts, and how?
 - Do they know how to assess their own progress or success?
- The Ministry of Management

What Got You Here Won't Get You There



- Pinpoints habits that hinder already successful careers
- Successful people tend to:
 - Overestimate our contribution
 - Take credit for successes that belong to others
 - Have an elevated opinion of our professional skills
 - Ignore the failures and time-consuming dead-ends we create
 - Exaggerate our projects' impact by discounting the costs

What Got You Here Won't Get You There

- Addresses 20 key harmful habits
- Balance with Goal Obsession
- Changing for the Better
 - Concept of *feedforward*:
 - Method for eliciting advice to improve in the future
 - More effective than retrospective feedback