



2017 Winning is Everything

Developing Your Growth Leaders Part II

2:30 – 3:30

December 13, 2017



Inspire Accountable Leadership. Inspire Accountable Growth™



Dennis MacGillivray

Accountable Growth, Inc.™ Founder (10 yrs)

- Coach Professional Service firms' Growth Leaders
- \$5M to \$1B+ firms (US, Canada, Europe, Asia)

pwc (17 yrs)

- Managing Director / Global Account Management
- Facilitated 3X, then 10X strategic accounts growth
- Responsible for sales and growth coaching in offices: small to large across Canada, then U.S.

Dale Carnegie/Miller Heiman

- Sales Coach to 100's over 10 yrs

www.linkedin.com/in/dennis-macgillivray/

Lake Superior Circle Tour
Outer Banks, NC to Pacific City, OR
Death Valley, CA
Chicago to Deadhorse, AK
Chicago to Tuktoyuktuk, Canada

- Planning stage 😊

Somewhere in South Dakota

▶ Developing Your Next Gen Growth Leaders Part I

Who is in the room?

- Managing partners?
- Line partners?
- Business Developers?
- Marketers?
- Other?

Revenue Range

- Below \$5M
- \$5M-20M
- \$20M-50M
- \$50M-100M
- \$100M+

 Developing Your Next Gen Growth Leaders Part I

Who are you?

- Introduce yourself to your group members
 - The Business You
 - Your Favorite Pastime

 **Developing Your Next Gen Growth Leaders Part II**

Opportunity: Employ the Shortcut to Growth

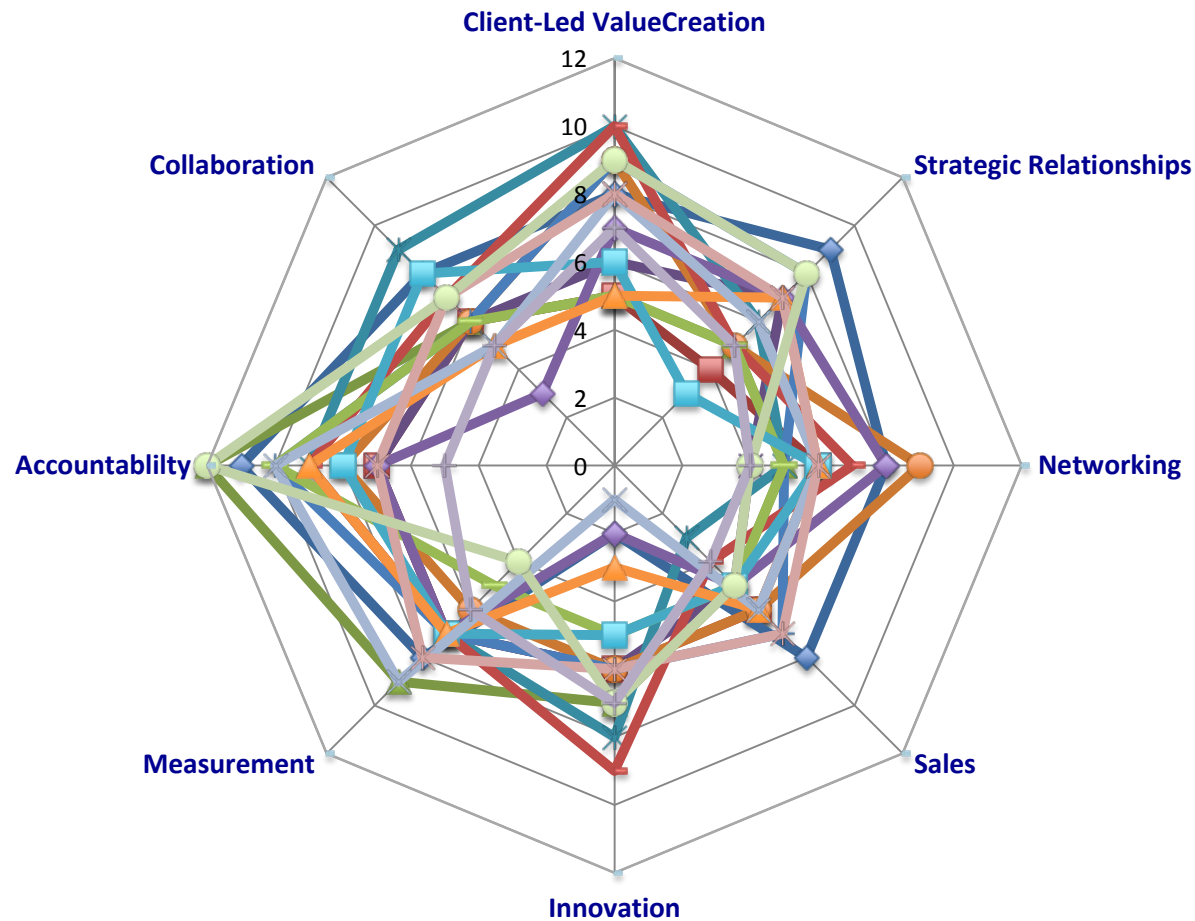
- **Assess Growth Mindsets**
- **Identify Next Gen Growth Leaders and decide where to invest**
- **Activate Growth Leader development**

Growth Leader Mindsets

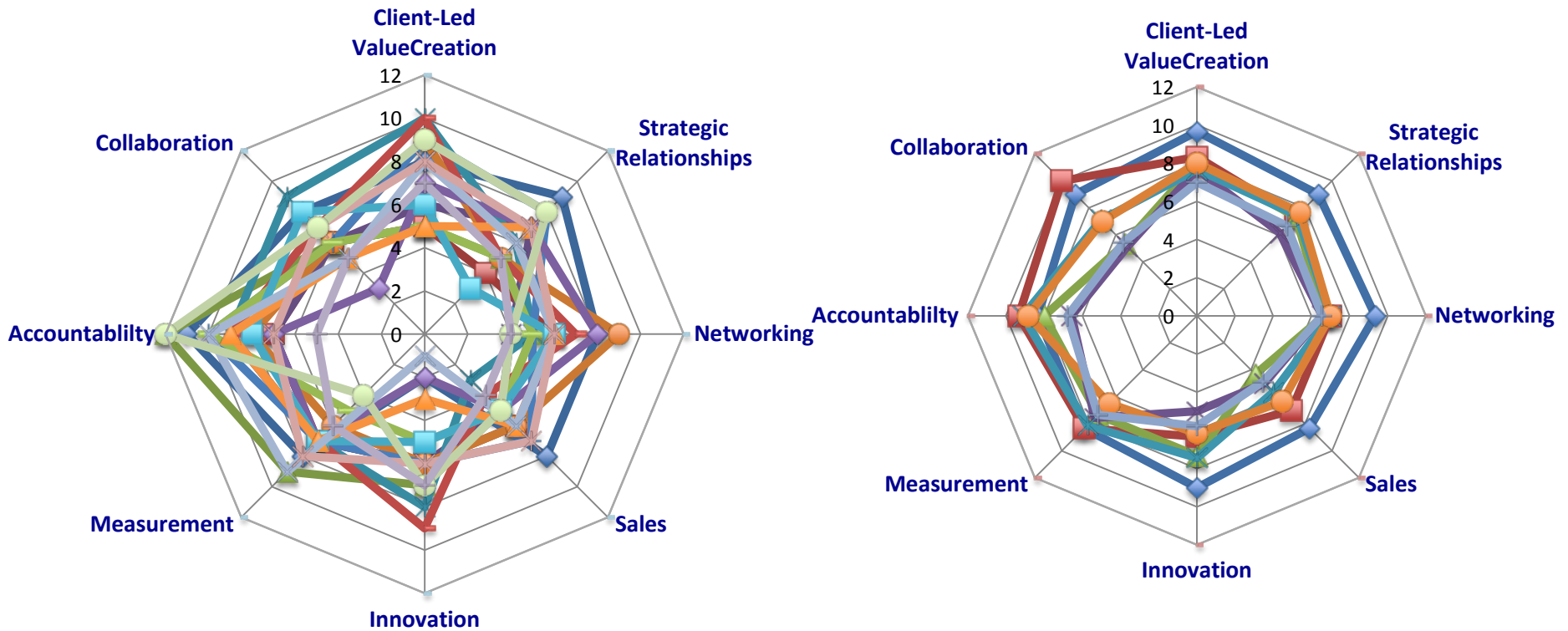
Mindsets	1	2	3	4	5	6	7	8	9	10	11	12
1 Client-Led Value Creation	I stick to delivering what I know clients need, with as little discussion as possible.			I try to respond to client requests and highlight firm capabilities. There is little time for much more.			I am pretty good at getting a client to share needs, then introduce the right firm resources and solutions.			I prepare thoroughly, but courage and curiosity is what stimulates thought-provoking questions and opportunities.		
2 Strategic Relationships	I keep to my functional area at a client - people who understand what I do.			I know a few key people in some areas of my clients' businesses. It's hard to expand relationships beyond specific assignments.			I have developed a number of key decision-making relationships in most business areas of clients.			I constantly expand relationships in target markets and clients, especially with C-Suite, Board and Business Unit Leaders.		
3 Networking	I would not describe myself as a people person. I avoid situations involving a lot of interaction.			I gravitate to people I already know at events - not as comfortable as I'd like to be meeting new people.			I am active and well-known in my community. Often introduce people to others.			My ever-growing network appreciates my connecting role. I seek the multiplying effects and rewards of connecting others.		
4 Sales	I have focused on becoming a technically accredited professional. Not comfortable with selling.			I recognize selling skills are important but need more time, tools and guidance to sell effectively.			I have a reputation of consistently meeting personal and team growth goals.			I am a recognized sales leader who selects and grooms future growth leaders - see this is as a critical business imperative.		
5 Innovation	I find keeping informed in my own field of expertise is a full time commitment - and am happy with that.			I see the world as increasingly complex - it's challenging to access the right people and time is limited.			I have learned how to stay informed about changes affecting clients and connect appropriate thought leadership.			I nurture innovation at all levels and draw on diverse talent that fuels new thinking for the firm and clients.		
6 Measurement	I see chargeable hours as the key to success at the firm. Look after that and the rest will be okay.			I know it takes more than delivery but am not clear about metrics required to move ahead.			I have figured out how to meet the requirements of the firm and am rewarded appropriately.			I use objective measurement of data to drive ROI and make leadership decisions to drive firm-wide growth.		
7 Accountability	I feel that, as a professional, I am accountable to myself, and that is sufficient.			I deliver to the best of my abilities but must depend on others who don't always follow through.			I have established a reputation of reliability based on years of delivering on-time and on-budget.			I consistently meet and often am told I exceed client expectations and propel others to do the same.		
8 Collaboration	I am relied upon to respond to specific requests - from people at the firm and from clients directly.			I juggle multiple competing priorities - challenging when having to rely on others beyond my jurisdiction.			I have a "tried and true" network of colleagues who usually come through for my clients.			I maximize value by optimizing cross-silo internal and external resources to generate fresh ideas for clients.		



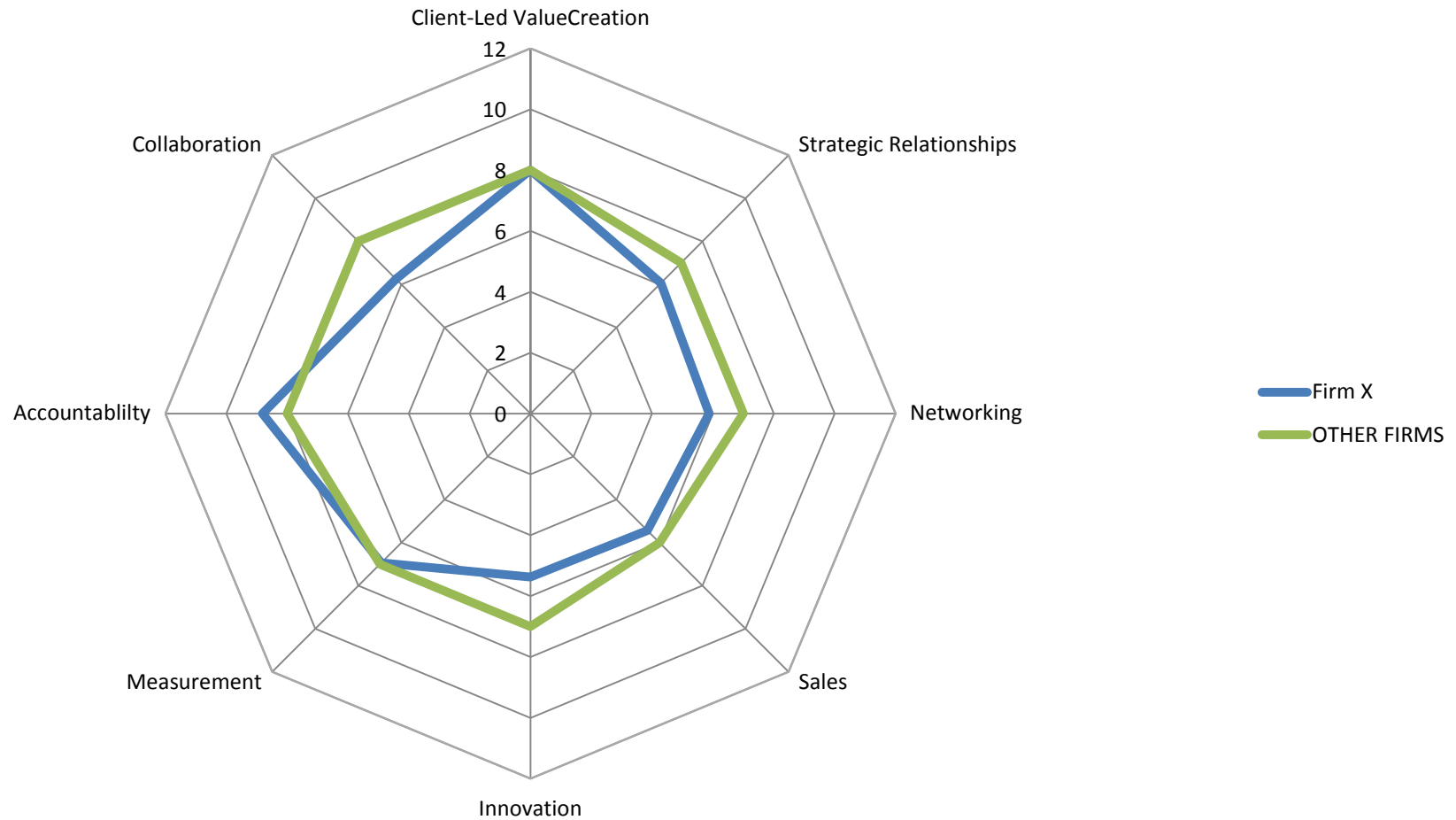
Mindset Individual Scores Firm X



Mindset Individual Scores Firm X vs Other Firms



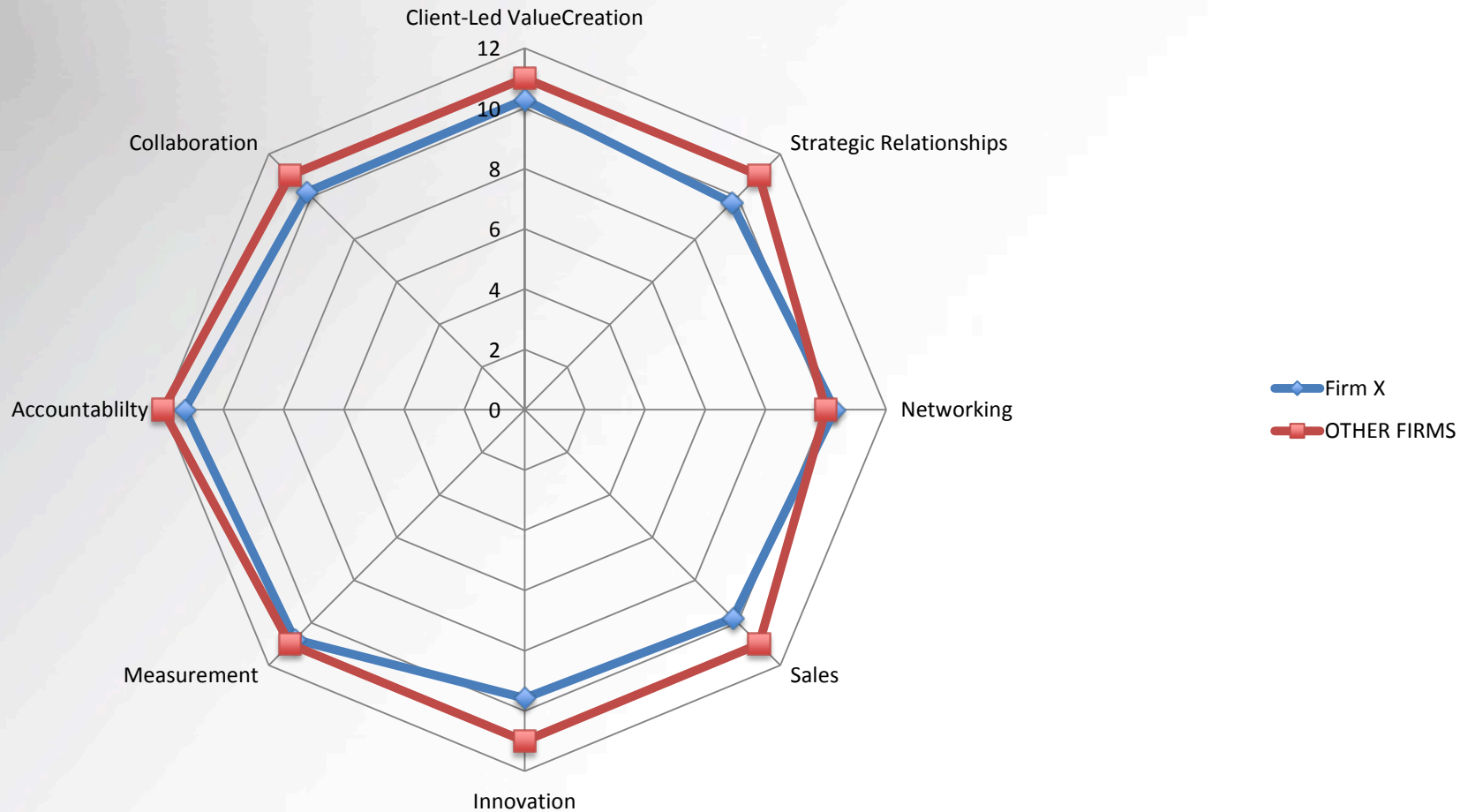
Mindset Average Scores Firm X vs Other Firms



Mindset

Average Goals

Firm X vs Other Firms



Growth Leader Mindsets

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 Growth Mindsets Discussion

- Discuss the assigned mindset with your group
 - What are the challenges involved moving people's mindsets from left to right?
 - What could be done to address them:
 - By the firm?
 - By individuals?

 Action Reminder

What action will **you** take when you get back to your office?

1.

2.

3.

Your Name (print legibly please):

Date:

▶ Summary

What was most significant to you today? (Please print legibly)



Name _____

Email _____

Contact me about helping more people in our firm become Accountable for Growth. Circle Yes/No

Submit this card to be eligible to win an iPod Shuffle



THANK YOU



Inspire Accountable Leadership. Inspire Accountable Growth™