



CUPA-HR Michigan Chapter

# You Can't Spell Leadership Without HR!

Greg Coyne



01. Today's Agenda

---

02. Setting Expectations

---

03. Our Perception of Leadership

---

04. Keys to Leadership

A photograph of an air traffic control tower at dusk, with a blue color overlay. The tower is a tall, cylindrical structure with a rounded top section. The sky is a deep blue with scattered clouds. In the foreground, there are several tall, thin light poles and a low building. The overall scene is dimly lit, suggesting the time is either early morning or late evening.

# Air Traffic Controller

**Employees**  
**Customers**  
**Revenue Team**

**HR**  
**LEADER**

**Senior Management**  
**Track Employees & \$\$**  
**Internal Meetings**  
**Reports**



# Areas of Focus

## Business

- Find good people
- Onboard team
- Process/methodology
- Training
- Coaching
- Goal-setting
- Expansion



I could be a better leader if only I could

Business Vision

Mission Statement

Core Competence

Core Values

Competitors

Equity Fun Model

Decision Making

Action PLAN

Locations

SALE

MARKETING

TM

SM

MERCH

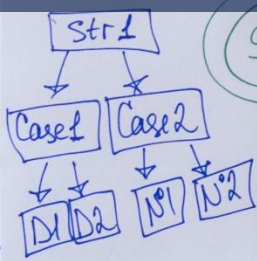
Milestones

11%

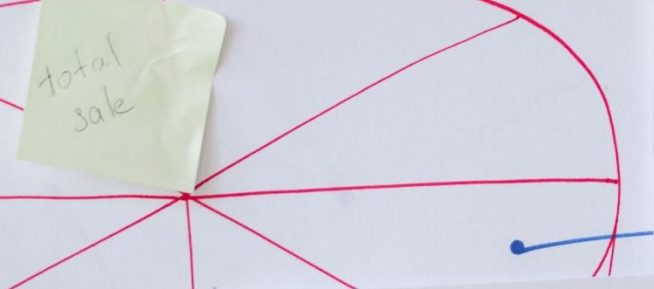
50%

ND = 70%  
WD = 51%  
MS = 53%

95%

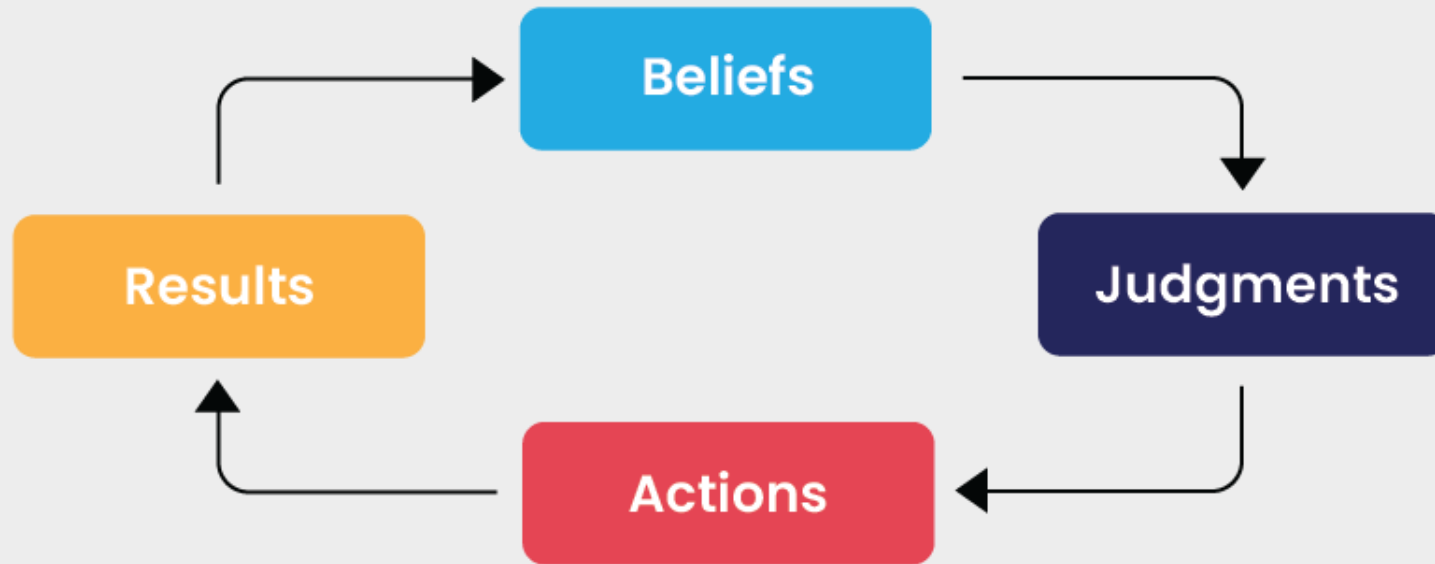


Decision Making



1 m

# Changing Your Outlook





A scenic view of a coastline with a blue sea and a rocky cliffside. The text is overlaid on the image.

**THERE ARE NO SECRETS TO  
SUCCESS. IT IS THE RESULT OF  
PREPARATION, HARD WORK,  
AND LEARNING FROM FAILURE.**

**- COLIN POWELL**





# What makes transformation possible?



# Keys to Leadership Success

SANDLER<sup>SM</sup>



# **Develop the Top Behaviors**



# Top 10 Leadership Behaviors

1. Managing the employee lifecycle:
  - Recruiting
  - Hiring
  - Turnover
2. Onboarding
3. Developing a success profile and behavior plan (Cookbook)
4. Goal setting
5. Coaching



## Top 10 Leadership Behaviors (cont'd)

6. Forecasting and funnel management
7. Time management
8. Building methodologies and systems
9. Managing organizational change
10. Professional development (Training)





**Provide  
Ongoing  
Coaching**





## Strategic Approach

- Impact thinking and planning
- Anticipate problems
- Develop broader vision
- See the big picture



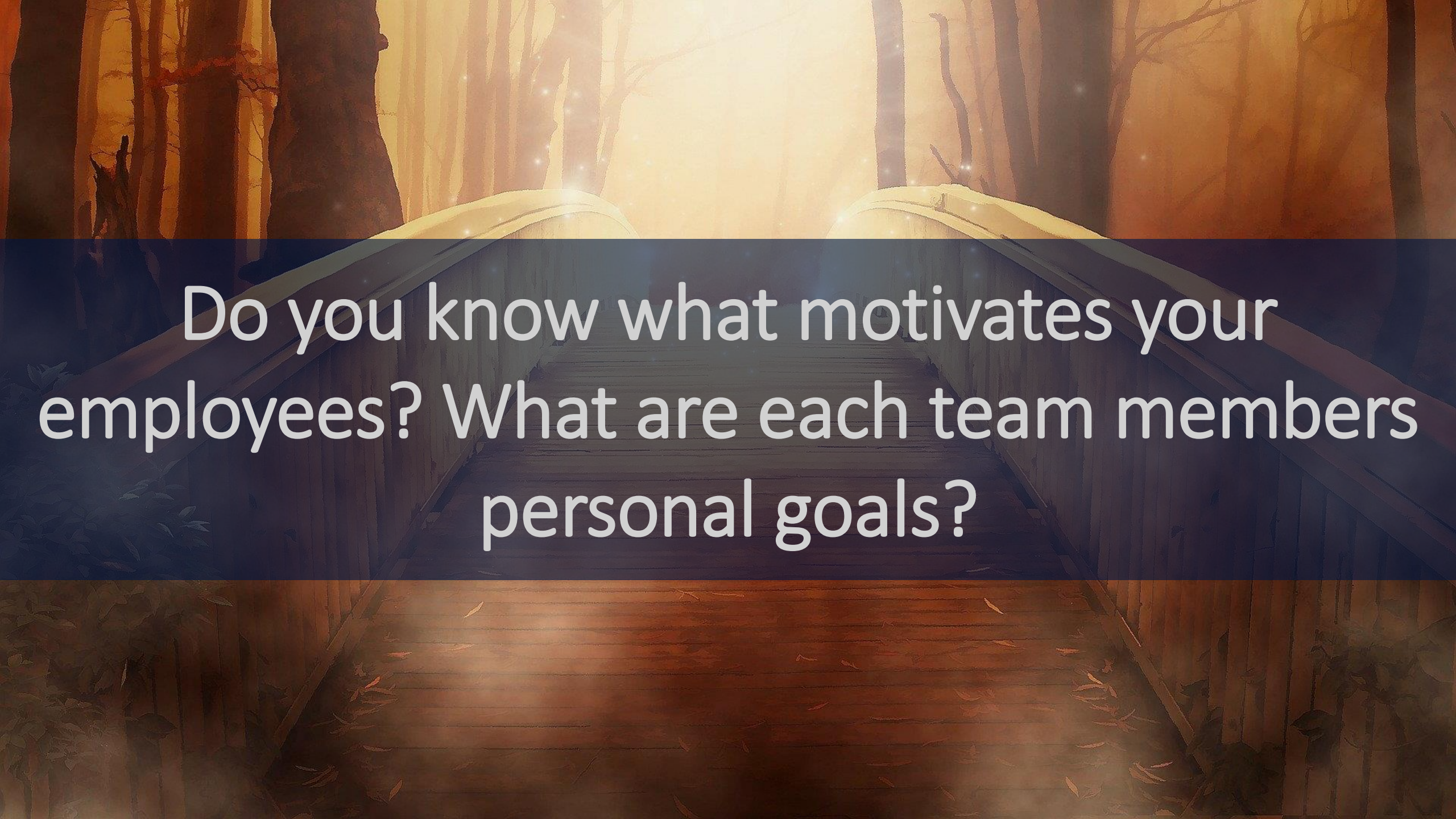
## Tactical Approach

- Better skill execution
- Improve specific behavior
- Compare to the success profile
- Brief and debrief activity



# **Develop Your Recipe For Success**



A wooden bridge with a railing, set in a forest with tall trees and a warm, golden light filtering through the canopy. The bridge is made of dark wood and has a simple railing. The background is a soft, hazy forest scene with sunlight streaming through the trees, creating a magical atmosphere. A semi-transparent blue banner is overlaid across the middle of the image, containing white text.

Do you know what motivates your employees? What are each team members personal goals?



# Success Triangle

## **Attitude**

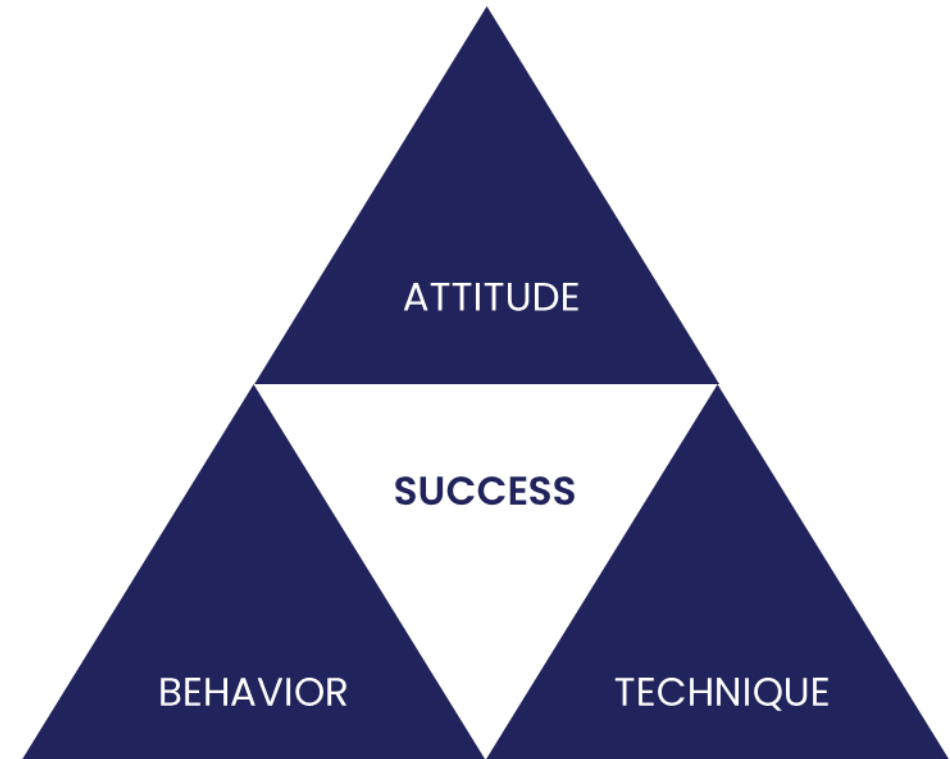
Beliefs, Mindset

## **Behavior**

Strategy, Plans and  
Goals

## **Technique**

Skill, Personal  
Presence



# Leveraging Leading and Lagging Indicators

## Leading Indicator (Influence and Control)

Indicator that may predict future performance.

- Making calls
- Sending emails
- Client meetings and demonstrations
- Accessing decision makers
- Requesting introductions/referrals
- Qualifying pain/budget

## Lagging Indicator (Result)

Indicator of past performance that measures how we performed.

- Revenue
- Close rate
- New opportunities
- Average deal size
- Conversion rate
- Total pipeline value

# Build a Cookbook



## Managing Behavior – What You Can Control

See the “number”  
simply as the **target** and  
work backwards

Daily, weekly, monthly  
**behaviors to achieve**  
that target

## Reward for Fails, Not Just “Wins”

Maintains **motivation**  
and consistent behavior  
application

Lessons learned

## Gain Buy-In

Align **personal goals**  
with company or  
department goals

Craft it together so they  
**take ownership**





**Create a  
process to  
attract and  
retain talent**

# Equal Business Stature

Seeing yourself as an equal in the relationship, and professionally asserting your right to have open and honest communication.



# Start, Stop, Continue...

With your takeaways, what will you start doing, stop doing, and continue doing, with regards to difficult conversations?



SANDLER<sup>SM</sup>

# Lessons Learned

<https://www.surveymonkey.com/r/LLGWA>





- ▶ Complimentary 45-min Strategy Session



# Thanks For Coming!

**Greg Coyne**

[greg.coyne@sandler.com](mailto:greg.coyne@sandler.com)

**248-470-4818**

