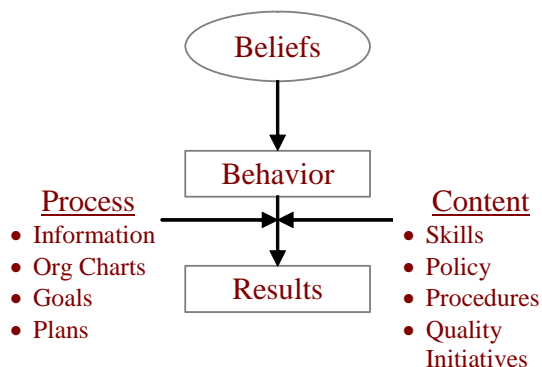


Speaker:

- Don Schminke is the author of the bestseller *The Code of the Executive* – featured on CNN, The Wall Street Journal, USA Today & MSNBC.com.
- Founded The SAGA Leadership Institute to help companies accelerate business performance through the study of evolutionary genetics & anthropology & history as a basis for understanding and implementing revolutionary leadership change within organizations.

Discussion

- The secret used for millennia to produce high-impact results in Formulating Strategy, Leading Successful Organizational Change & Enhancing Human & Organizational Performance can be summarized in the following framework:
- Though 80-90% of consultants today focus on Process / Content issues, the true mechanism to achieve organizational change is to focus on the Belief-system.
- Beliefs will naturally and necessarily exist within an organization – it is the responsibility of the leadership team to develop and manage a positive belief system. An organization's behaviors directly tie to these beliefs. These behaviors are those actions, attitudes, approaches that ultimately yield results. Content and Process are necessary inputs – but NOT drivers to the results.
- The following 3 “Primal Leadership Methods” were derived after primarily studying the history of Samurai Warriors and helped derive the framework above:
 1. Create a Saga / Story:
 - A cognitive representation of the intangible belief system. (e.g., Nordstrom focuses on Customer Service and benefits from the (unproven) story that a clerk fully reimbursed a frustrated gentleman for a “defective” TIRE that he claimed to have purchased from a Nordstrom store – though the store has never sold tires.)
 - Methodology:
 - *Where is the battlefield? Who is the enemy? How do we win?*
 - *Craft a saga that inspires passion and focused action for winning.*
 - *Revisit the internal structure, process & systems for alignment.*
 2. Have a Strong Management Team
 - A strong mgt team breaks down disfunctional barriers (politics, cover yourself, etc.) which our ego uses for “professional protection”. For us to break through we have to “kill our ego”.
 - Methodology:
 - *Ensure a compelling saga is in place so employees have something to “die” for.*
 - *Hire on behavior – not resumes*
 - *Find leaks that suck you into daily operations and plug them*
 - *Continually develop leaders*
 - *Implement a code (truth & honor)*
 3. Craft a Tribal Environment:
 - Symbols (the “statues” that represent a saga. E.g., reserved parking spaces)
 - Rituals (processes that have meaning. E.g., initiation rituals)
 - Magic Moments (those “individual stories” that lend support to the saga)
 - Methodology:
 - *Take a new-hire out to lunch after a few weeks on the job & ask about their experience*
 - *Have a friend tour the company and provide feedback on the visible “tribal dimensions or trappings of success” (e.g., paking places, separate dining areas, memberships, etc.)*

**Application:**

- Create a “Patriotic / National” Saga – something that the workforce is already rallying around.

- Change the Belief System from MCM to the 5 Fundamentals and back it up with behaviors.
- Create “magic moments” for employees to rally around “like the old days”.