

Developing an unobstructed view.

by Joseph Riggio

An introduction to how **Leadership Logistics™** uniquely helps executives navigate turbulent times, determine where they are going – and arrive there in superb condition.



Each day, leaders must contend with a host of challenges as they direct their organizations into the future:

- Continuing pressure to show increasing income and returns in more crowded and shrinking markets.
- Overstaffing as a result of building up to meet the demands of previous growth and expansion, while high level talent is harder than ever to retain.
- Uncertainty in the global economy creating a tightening of financial resources for new projects, the development of new products and expansion into new markets.

- Accelerating speed of change internally and externally in terms of technology and information flow creating massive effects in the marketplace.
- Identifying and delivering a coherent, coordinated message that aligns the corporate strategy and workforce while making its intended impact with the target audience in a crowded and noisy marketplace.

Where the organization eventually arrives – and its condition when it gets there – are largely functions of the communications and decisions of these leaders and those they choose to assist them with this effort.

What business practices would be most effective under these new conditions?

It is amazing to note just how many business practices conceived in a bygone era still hold sway over today's organizations. In times of significant change and uncertainty sometimes the only way forward is to slaughter the sacred cows of the past.

Existing paradigms of human systems design and development were based around compartmentalizing the organization and attending to gaps in the systems, thereby preventing the

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realization of the goals set by leadership. These paradigms are built on “problem-solving” platforms organized around linear, mechanical systems thinking. The new science of business and human complexity shows us that organizations of people do not follow the rules and laws of mechanical systems. New models built around the principles of non-linear, non-local,

dynamic systems must be considered in addressing the needs of complex human systems.

Today, companies need an integrated, flexible approach to developmental training that synchronizes the workforce toward a common objective.

As typically practiced, human systems development was often an expensive proposition wrought with uncertainty regarding its return on investment.

What senior leaders, emerging leaders and even middle

management need is a reliable process to help them make significant decisions about setting the course for the organizations they lead.

Organizations and leaders require an implementable process that lets executives, managers, and professionals clearly see where their organization stands, precisely realize where they want to go, and fully understand how to get there. They need an integrated, flexible approach to developmental training that synchronizes the workforce toward a common objective – no matter how diverse or far-flung the workforce may be – and lets them move forward with

the power of a single-minded enterprise.

This process is Leadership Logistics.

Discover Leadership Logistics.

Leadership Logistics begins with a simple, powerful assumption – that every successful organization works toward becoming an idealized version of itself. That idealized version may be one where the business succeeds in delivering a uniform message from a global sales force, introducing itself to new markets, or even shifting the bulk of its focus to compete in completely different industries.

Whatever the case, the greatest challenge faced by business leaders

the road map to make that vision a reality, provides the “action-feedback” loop required to update and adjust actions being taken – and, in turn, enables them to congruently and effectively convey to their organization the direction that road map provides.

While many factors are considered within Leadership Logistics, the primary objective is the development of an organization’s human capital and talent. Developing individuals and teams within the context of an organization is the only true competitive advantage in the new age of service-oriented economy and immediate access to information.

To that end, Leadership Logistics also works with a strict commitment to an organization’s top-line growth. By doing so, the program ensures that a business’ human capital is not automatically

short-changed in the face of short-term goals. Instead, Leadership Logistics provides a platform that helps sustain the organizational depth and diversity so essential for long-term success.

How Leadership Logistics works.

Rather than basing training and development on preexisting programs – regardless of how well designed or executed – Leadership Logistics first seeks to establish a deep understanding of how an organization wants to evolve. This



driving to an ideal lies in their ability to communicate with and manage the people in their organization to reach that desired place. In other words, every successful organization has a vision. Leadership Logistics helps leaders draw

Keeping people connected.

One area where Leadership Logistics has transcended the limitations of antiquated developmental tools is in the integration and alignment of the operational and sales functions.

In traditional models, operations and sales were often thought of as opposing forces. For an organization to reach a desired destination, however, both camps must succeed. By providing operational managers and sales professionals with equally powerful

communication strategies and skills, Leadership Logistics helps these two potential rivals speak – and hear – the same language. As a result, the entire organization can be focused on a single vision: the desired destination.

In addition, experts say that as business becomes more and more saturated with information, human contact among individuals at an organization will be placed at higher premiums. As result, the emphasis on the “human” aspect of

the equation in business has never been as relevant as it is today. Leadership Logistics helps leaders develop communication skills that maximize the effectiveness of their interaction with peers, charges, and external constituents. The result is a more satisfying, productive work environment – a harmony that helps everyone stay focused on moving the organization to its desired state.

evolutionary destination – or desired state – becomes the foundation for the entire program. The impact of that desired state throughout the entire organization is considered, with those findings informing the project as it moves forward.

With Leadership Logistics, the ability to precisely define and describe an organization’s desired state – as well as the process needed to realize the outcomes – is emphasized. Using the

process and tools available within the model, the specific ways in which the organization succeeds are efficiently and effectively assessed and built into the developmental approach to be implemented. As such, Leadership Logistics employs a five-step methodology to help create and implement an appropriate developmental program for the organization.

Step One: Define the specific desired outcome of the project in relation to the overall corporate strategy. Identify the precise message to be delivered – whether involving organizational change, product development, product presentation or any other – that will align and support the individuals responsible for producing the desired result. At this point, development and implementation of the message – in form, content and process – become the project’s focus.

Leadership Logistics: A typical timeline

Step One: Weeks 1 - 4

Define the desired outcome of the project relative to the overall corporate strategy. Identify the message to be delivered that will align and support those responsible for producing that outcome.

Step Two: Weeks 5 - 8

Refine the message and the process required for producing the intended result. Design the specific developmental program to produce the desired outcome.

Step Three: Weeks 9 - 12

Design, select and develop the specific modules, including content and process, to be included in the program. Create implementation plan.

Step Four: Week 12 and onwards

Begin program implementation in the field. Continue to collect data and refine program elements. Evaluate participant performance and provide feedback to management.

Step Five: Continuing

Measure results against intended outcome(s), adjust program implementation if necessary. Build process for reinforcement and program renewal. Establish corporate extranet and forum. Transfer program delivery to the organization where and when appropriate.



Step Two: Working with the identified information, refine the message and the process required for producing the intended result within the organization, the marketplace or any other context. Design the specific developmental program, which welds message and process with an appropriate attitude and motivational force to transfer and install the knowledge and skills required to produce the desired outcome.

Step Three: Design, select and develop the specific modules, including content and process, to be included in the program. Create an implementation plan for the program, including milestones for collecting data, developing materials, selecting participants, coordinating logistics, program field implementation, measurement and feedback.

Step Four: Begin implementation of the developmental program in the field. Continue to collect data and refine program content, processes, materials and delivery. Evaluate participant performance and provide feedback to management.

Step Five: Measure feedback and results against the intended outcome(s), make appropriate adjustments to the program implementation. Build process and materials for reinforcement and program renewal. Establish corporate extranet and forum. Transfer program delivery to the organization where and when appropriate.

Flexible. Customized. Powerful.

A leader's ability to set the course for the organization, communicate it to the workforce, and align the entire enterprise toward a desired outcome will determine that leader's effectiveness within the systems they direct. Leadership Logistics helps professionals in today's information-driven business world develop the customized tools they need to communicate more effectively with those around them. Respond more efficiently to the rigors of today's economy and marketplace. And, above all, move their organizations from where they are to where they truly want to be.

About the author...

Joseph S. Riggio

Since 1990, as co-founder and CEO/President of JS Riggio International, Inc. (JSRI), Joseph Riggio has worked with senior executives from the U.S., Europe, Asia and South America to develop and implement corporate strategic change management and staff development programs.

Through the use of his unique methodology – Leadership Logistics – Joseph helps executives, managers, and sales professionals master the strategies of language and non-verbal behavior. As a result, they can become more powerful communicators – and produce extraordinary results for their organizations.



JS Riggio International, Inc.

1 International Boulevard, Suite 400, Mahwah, NJ 07495-0025 USA

1.201.512.8772 International • 1.800.405.6555 Toll Free (U.S. Only) • 1.201.512.1499 Facsimile
information@jsri.com • www.jsri.com