



Regent Accelerated Management Program (RAMP)

10 JANUARY 2022

Think and Grow Rich Napoleon Hill

Broadly speaking, there are two types of people in the world. One type is known as LEADERS, and the other as FOLLOWERS. Decide at the outset whether you intend to become a leader in your chosen calling, or remain a follower. The difference in compensation is vast. The follower cannot reasonably expect the compensation to which a leader is entitled, although many followers make the mistake of expecting such pay.

It is no disgrace to be a follower. On the other hand, it is no credit to remain a follower. Most great leaders began in the capacity of followers. They became great leaders because they were INTELLIGENT FOLLOWERS. With few exceptions, the man who cannot follow a leader intelligently, cannot become an efficient leader. The man who can follow a leader most efficiently, is usually the man who develops into leadership most rapidly. An intelligent follower has many advantages, among them the OPPORTUNITY TO ACQUIRE KNOWLEDGE FROM HIS LEADER.

THE MAJOR ATTRIBUTES OF LEADERSHIP

The following are important factors of leadership:

1. UNWAVERING COURAGE

based upon knowledge of self, and of one's occupation. No follower wishes to



be dominated by a leader who lacks self-confidence and courage. No intelligent follower will be dominated by such a leader very long.

2. SELF-CONTROL.

The man who cannot control himself, can never control others. Self-control sets a mighty example for one's followers, which the more intelligent will emulate.

3. A KEEN SENSE OF JUSTICE.

Without a sense of fairness and justice, no leader can command and retain the respect of his followers.

4. DEFINITENESS OF DECISION.

The man who wavers in his decisions, shows that he is not sure of himself. He cannot lead others successfully.

5. DEFINITENESS OF PLANS.

The successful leader must plan his work, and work his plan. A leader who moves by guesswork, without practical, definite plans, is comparable to a ship without a rudder. Sooner or later he will land on the rocks.

6. THE HABIT OF DOING MORE THAN PAID FOR.

One of the penalties of leadership is the necessity of willingness, upon the part of the leader, to do more than he requires of his followers.

7. A PLEASING PERSONALITY.

No slovenly, careless person can become a successful leader. Leadership calls for respect. Followers will not respect a leader who does not grade high on all of the factors of a Pleasing Personality.

8. SYMPATHY AND UNDERSTANDING.

The successful leader must be in sympathy with his followers. Moreover, he must understand them and their problems.

9. MASTERY OF DETAIL.

Successful leadership calls for mastery of details of the leader's position.

10. WILLINGNESS TO ASSUME FULL RESPONSIBILITY.

The successful leader must be willing to assume responsibility for the mistakes and the shortcomings of his followers. If he tries to shift this responsibility, he will not remain the leader. If one of his followers makes a mistake, and shows himself incompetent, the leader must consider that it is he who failed.

11. COOPERATION.

The successful leader must understand, and apply the principle of cooperative effort and be able to induce his followers to do the same. Leadership calls for POWER, and power calls for COOPERATION. There are two forms of Leadership. The first, and by far the most effective, is LEADERSHIP BY CONSENT of, and with the sympathy of the followers. The second is LEADERSHIP BY FORCE, without the consent and sympathy of the followers.



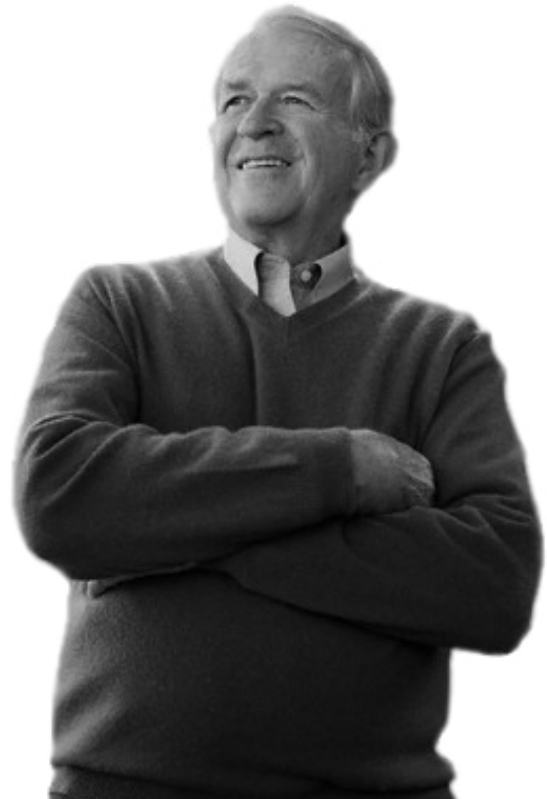
The Management Challenge

“

The problem is never how to get new innovative thoughts into your mind, but how to get the old ones out.

”

Dee Hock
Founder and Former CEO,
Visa



Regents's Three Disciplines

Regent begins with three major principles:

1. Start with the customer and work backwards. Listen and invent on their behalf.
2. Focus on the long term (not profits or fellow operators) and think big.
3. Encourage a passion for invention (failure and invention are inseparable twins).

"The Institutional yes" (Why not?)

- Differentiated customer experience?
- Can it grow into a large business?
- Can it provide great returns on private invested capital?

Success comes from alignment

Strategy/Vision

- What business are we in?
- How will we compete?
- What's our vision?

Executive Leadership

- Behaviour
- Information
- Symbolic action

Key Success Factors

What specific tasks have to get done to implement the strategy?

People

- Do people have the necessary competencies?
- Are they motivated?

Culture

What are the norms, values, attitudes, and behaviours needed?

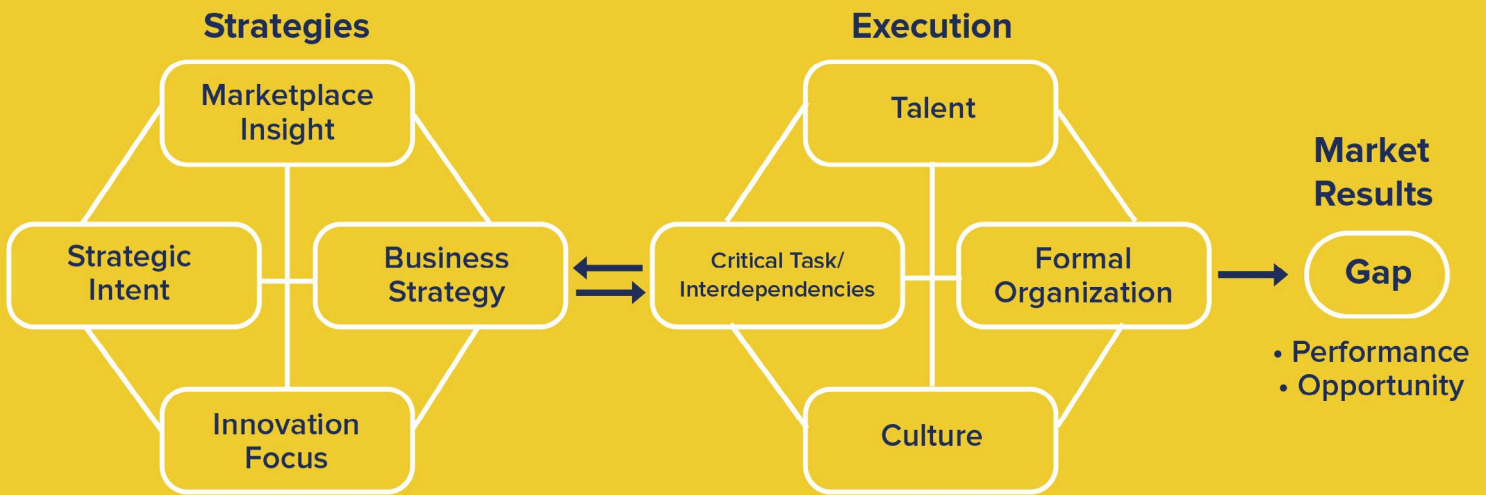
Formal Organization

Structure? Controls?
Rewards? Careers?

Fit → Performance

Leadership, Innovation, and Change: Learning Model

LEADERSHIP



VALUES



Performance/Opportunity Gaps

ORGANIZATION



Performance and Opportunity Gaps

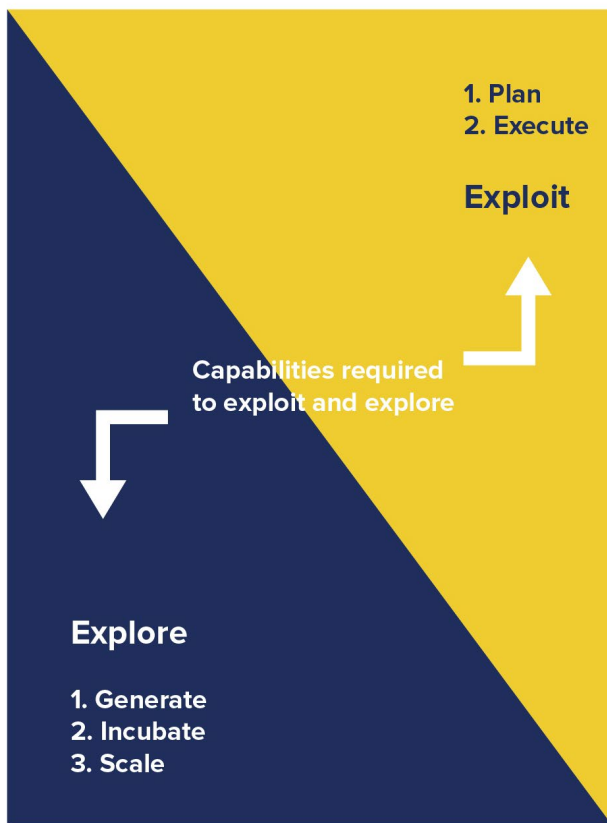
- Multiple gaps
- Prioritize

Performance Gap

- Difference between objective and outputs
- Multiple gaps
- Prioritize performance gaps



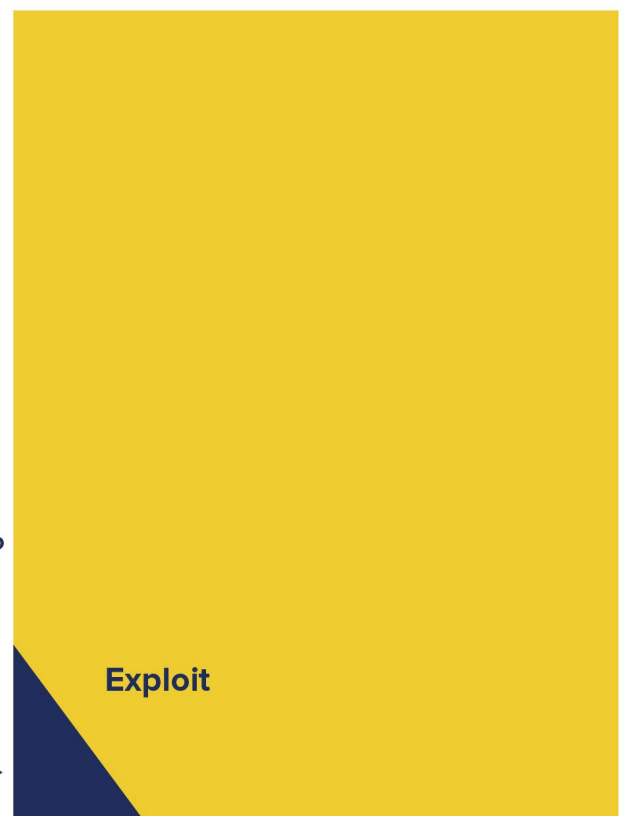
- Reactive problems vs. opportunity gap



O'Reilly, 2019

Actual resources dedicated to exploring:
3.2%

Explore



O'Reilly, 2019

THE STRATEGY COURSE

Customer Selection

What customer segments do we choose to serve (and not to serve)?

Value Proposition

What will we offer our customers and how will we be differentiated from our competitors?

Value Capture

How will we make money?

Scope of Activities

What activities will we perform, and what activities will we rely on partners?

Strategic Control

How will we defend our profitability?

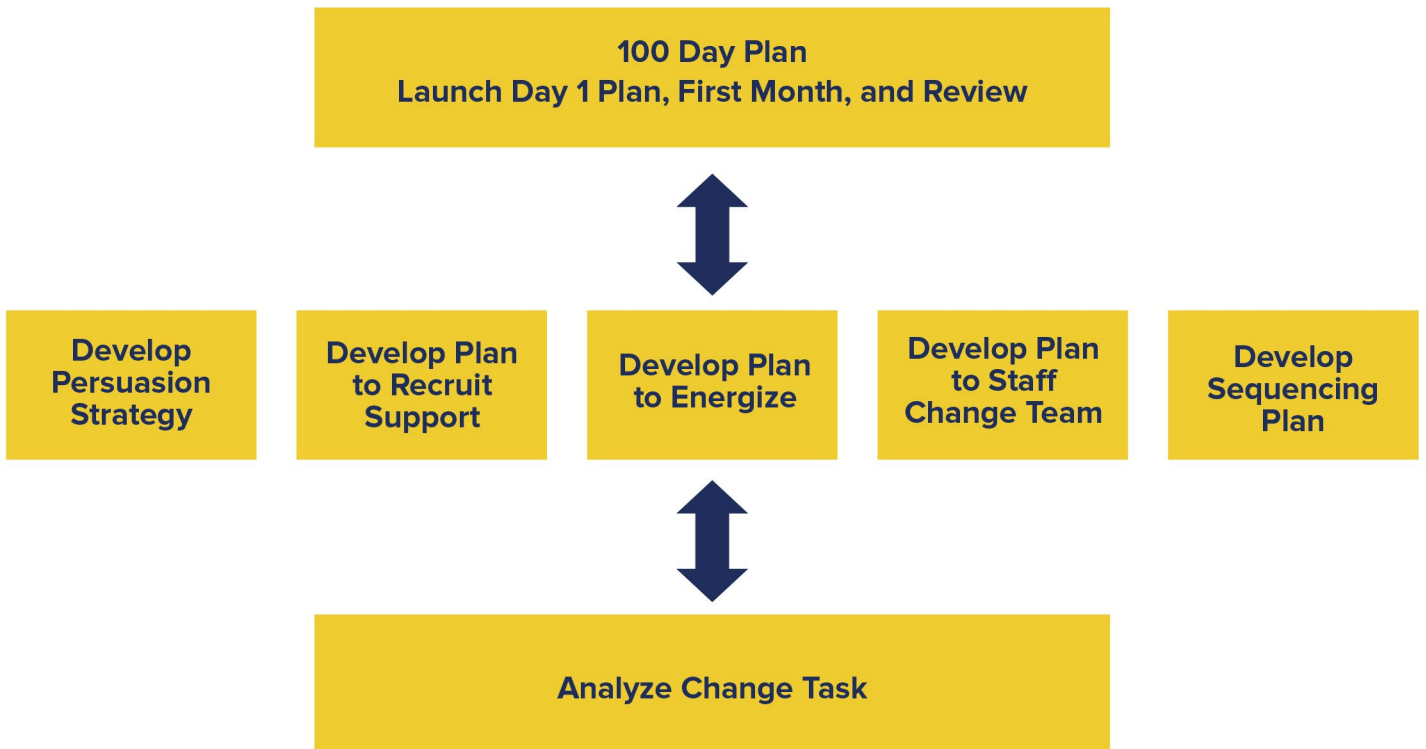


INFORMAL ORGANIZATION (CULTURE)

- Norms... dress, working late, conflict resolution
- Values
- Communication and influence patterns
- Climate... collaborative, teamwork, standards
- Core beliefs... what we believe in
- Power/politics
- Key roles

Conduct multiple levels of analysis, e.g., unit, inter-unit, organization

Leading the Change Process



Lessons Learned

Culture can be changed—even in a large organization.

But it requires:

- Clarity on the part of senior management about what the new cultural norms are—and why they are important
- Clear, consistent, relentless communication from the entire senior team
- A few simple metrics against which progress toward the new culture is assessed
- Involvement of people throughout the firm, typically cascading into the organization
- Vivid examples of how the new culture is rewarded and the old is not

