

1 SKILL TO SET YOU APART FROM THE PACK

An essential ingredient sought after by all companies



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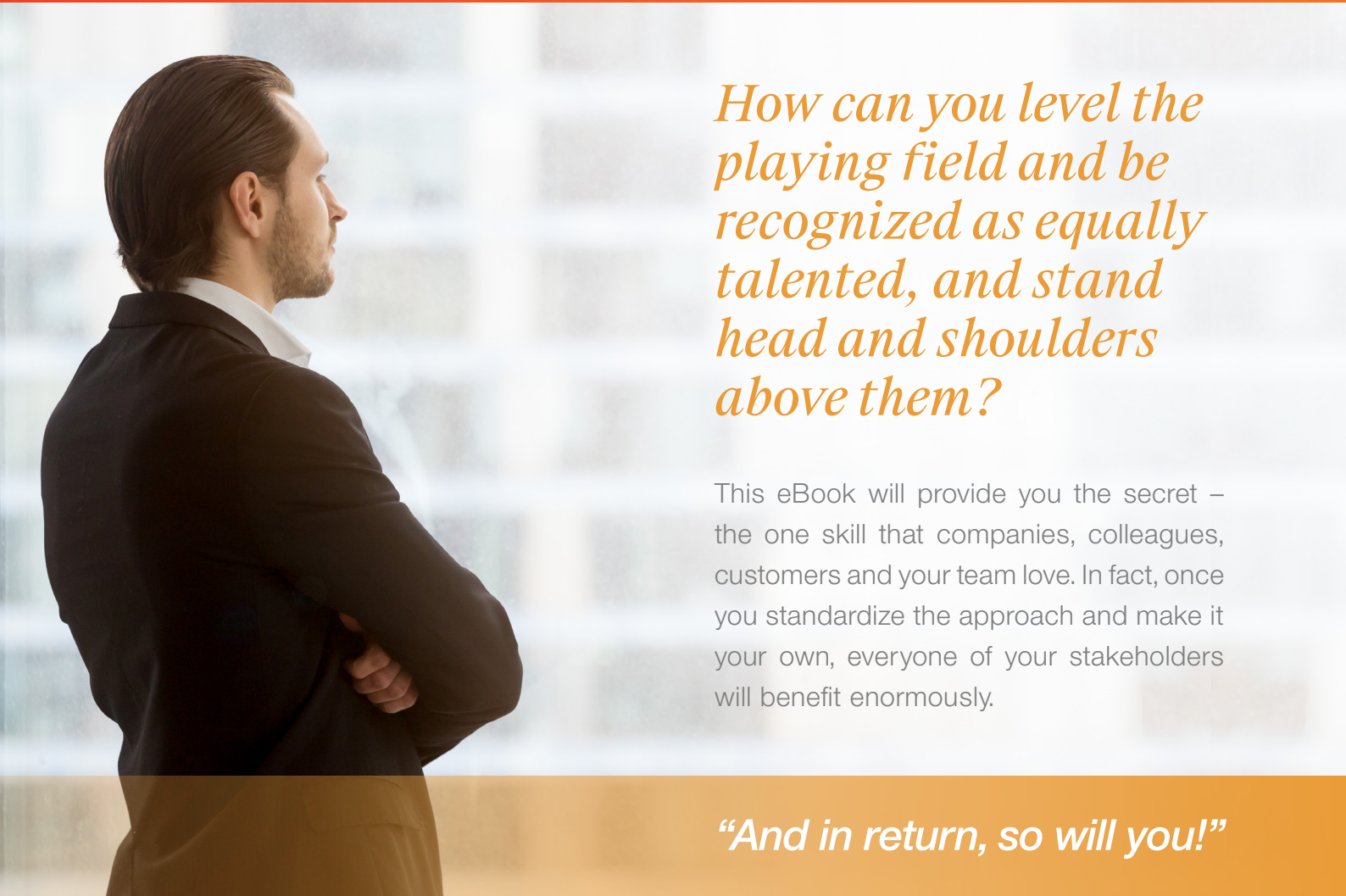
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Are you struggling to get recognized?

Today's companies are filled with talented, high performers.

These talents may be people that have an entrepreneur's mindset, maybe wizz kids in a specific area of expertise, young and smart, perhaps they are even top graduates from some fancy university.

So, how do you compete against them for that promotion or overdue pay rise?

A man with dark hair and a beard, wearing a dark suit jacket over a white shirt, stands with his arms crossed, looking out a large window. The view outside is a blurred cityscape. The image is split vertically, with the man on the left and text on the right.

How can you level the playing field and be recognized as equally talented, and stand head and shoulders above them?

This eBook will provide you the secret – the one skill that companies, colleagues, customers and your team love. In fact, once you standardize the approach and make it your own, everyone of your stakeholders will benefit enormously.

“And in return, so will you!”

The problem of having too many cooks in the kitchen, or in your case, too many talents in the company, is not new and neither is the solution, however so few people are prepared to do what it takes to swing the advantage in their favor.

Imagine playing in a sports team where the management has been busy in the off season buying up as much talent as they can afford and as a result you look like spending most of the season warming the bench and waiting in hope that someone screws up, so you get your shot.

In that scenario it probably would not take long before you start to lose hope and start looking for a different club. Well instead of leaving, there is another solution and it's called **VALUE CREATION**.

The rule of thumb is that the one creating the most value is the one most in demand.

So, it stands to reason that you learn the way to be able to generate more value than everyone else, even if it looks like the odds are against you.



And once you discover this path and explore the tools you will see how it is still possible to stack the deck in your favor.

Be aware however, that this knowledge we will unpack together, is only the start of the journey and you still need to apply it and continue working at it, for it to be lasting and effective.

*In this regard
PERSEVERANCE and
CONSISTENCY are KEY to
unlocking the full potential.*

“If you are not creating value for others then you are wasting your time.”

— Bryant H. McGill

Evolution of the Superfan

There is a good chance that you have heard the term “**SUPERFANS**” recently as it has been used by a number of high-profile influencers and has caught on. Probably because it conjures up positive images of crowds flocking to support you. Picture the queues we see waiting outside the Apple stores when a new iPhone is about to go on sale.

A quick search in the dictionary for the word SUPERFANS is unlikely to find any exact definition so it still has way to go before becoming mainstream, but essentially it has grown out of the need to establish loyal followers.

By the way, our next eBook is called “*Want to be the leader that other leaders follow*” and addresses this specific topic of Influence. It is another fascinating area of leadership that when done right can have incredible results with your career.

Those that speak highly of you and are prepared to promote you to their friends and their own followers. They tend to hang on your advice and seek out your guidance.

And regardless of the “overnight successes” you may read about, getting to this stage does not just happen by chance,

“it takes the deliberate intention and actions to bring this about.”

So, for the remainder of this discussion, we are going to explore the pathway that has led us to this point – offering some background if you like.

Then following that background, we will introduce a tool that encapsulates the process, and you can utilize it to create those raving SUPERFANS that will **propel you to the top of your Totem Pole**, making you clearly visible in the eyes of the company or anyone else that you wish to influence.



The Birth of Value Creation

for our Stakeholders

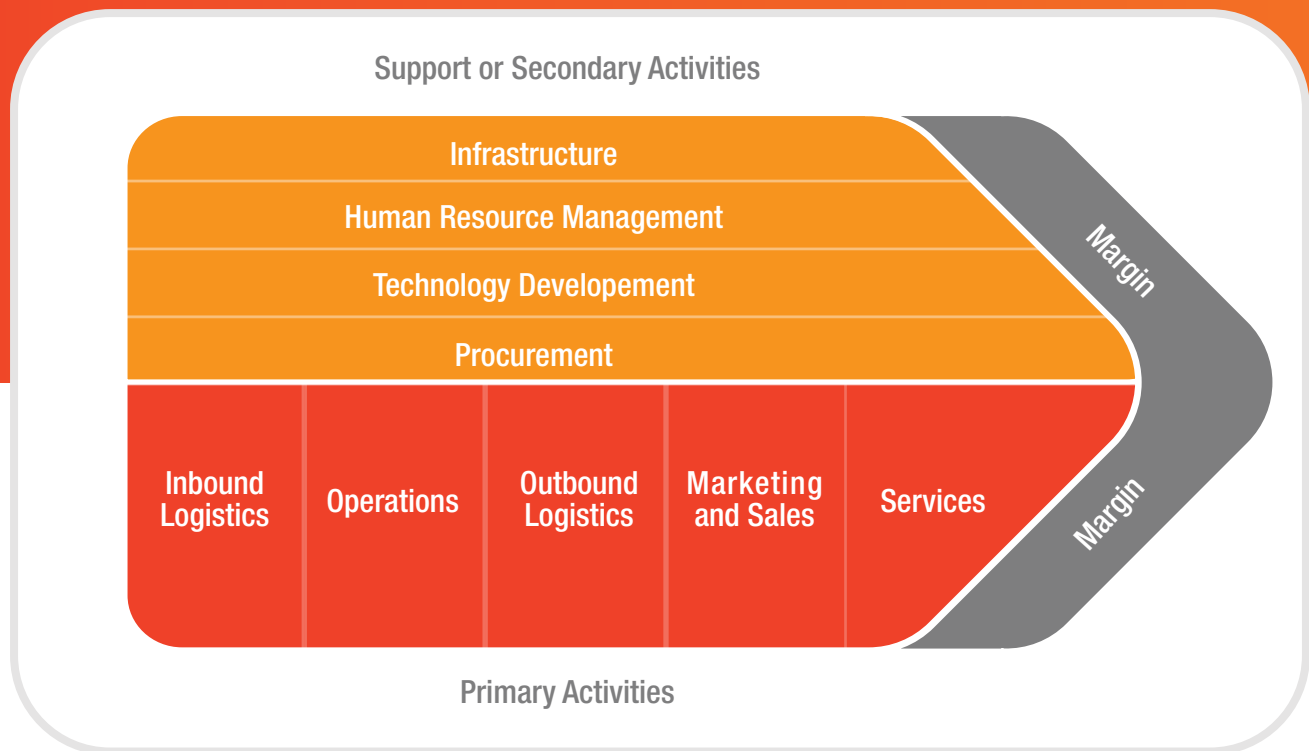
Alright so let us get started on the journey and we do not need to go back to far in history, although we could trace the origins of value creation back to the Greek philosophers.

For our purposes we are going back only 50-60 years to the 1960's and 1970's when the Scandinavian countries particularly Swedish researcher Eric Rhenman (1964) and later Finish professor Juha Näsi, promoted **Stakeholders** and the **Stakeholder Approach** as a means for focusing on and building strong relationships.



And thanks largely to people such as **R. Edward Freeman**, the concept has grown from this modest beginning and today is widely used in Management teaching and by professions such as Project Management.

The concept also brought about an alternative way of engagement to the traditional way of looking at value creation and profit maximization within organizations. The traditional way has been popularized by **Michael Porter and his Value Chain model** which he introduced in 1985.



The key premise demonstrated through Porter's model is that a company uses its resources to produce products or services of value that can be sold to market, thereby creating profit.

The alternative solution as seen through the "**Stakeholder Approach**" expands on this premise by not only increasing the value of the investment made by owners, but also acknowledging the needs and expectations of the various stakeholders (Freeman 1984; 2010).

The theory argues that the reason for a company's existence can and should be found in value-creating stakeholder

relationships. (Freeman, Harrison, Wicks, Parmar, & de Colle, 2010; Näsi, 1995a).

Value not only accrues to owners and investors, but to all stakeholders (Garcia-Castro & Aguilera, 2015).

The collective value created reflects the value created in all stakeholder relationships (Bosse et al., 2009).

So, this provides you with a brief albeit sufficient background. For our purpose, now we will introduce two Stakeholder Approach theories as we leverage both in the design of our tool.

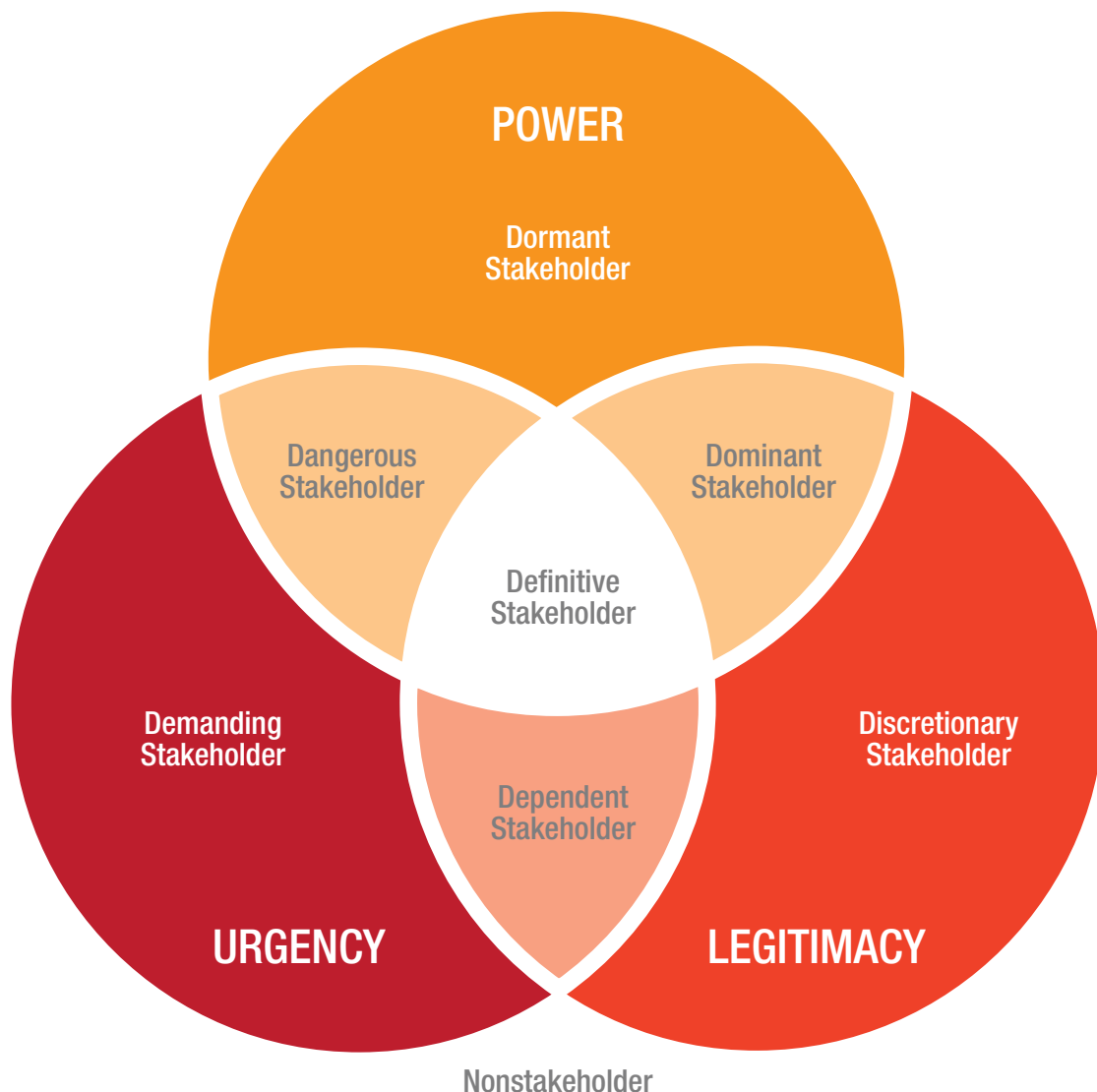
Exploring the Stakeholder Approach

First, we introduce the **Responsiveness Approach**. It suggests that organisations operate in a stakeholder environment and illustrates ways the organisation can respond to stakeholder needs and interests at the core of its strategic operations.

To illustrate the responsiveness approach, we introduce one of the most popular models in this theory which is called the **Salience model** which was developed by Mitchell et al. (1997).

This model defines the principle of who and what really count in stakeholder management. They identified three attributes that serve as a basis for stakeholder salience:

- power of the stakeholder,
- urgency of the demand made by the stakeholder, and
- legitimacy of the stakeholder demand.



The Stakeholder Salience Model - Mitchell et al. (1997)

The key argument in the responsiveness approach is that organisations decide their societal engagement based on stakeholder needs and demands (Frederick, 1978; Wood, 1991).

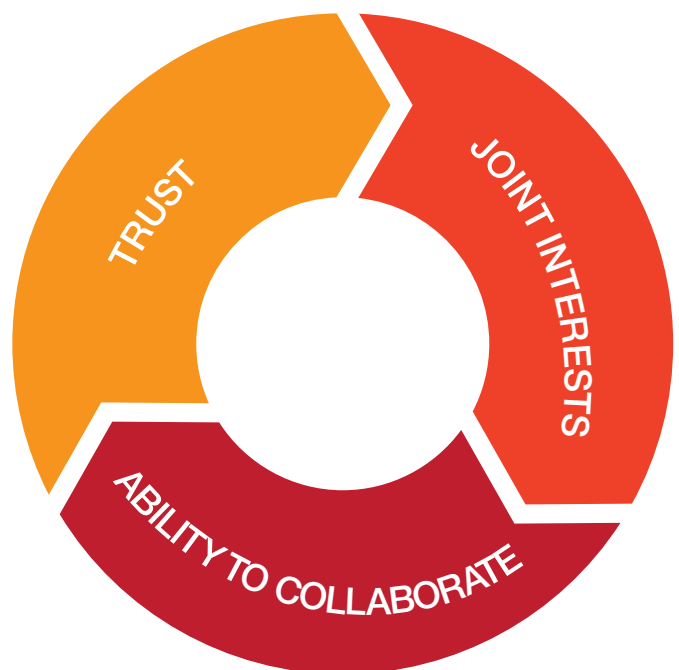
From this outcome organisations which respond to stakeholder needs and interests ***are better off in the marketplace and can gain a competitive advantage over those which do not.*** (Freeman, Kujala, Lehtimäki. 2019)

However, the Saliency model tends to look at relationships as transactional and might best serve the stakeholders in the short term rather than establishing a long-term relationship.

Next, we introduce the **Stakeholder Value Creation (SVC)** and model of the same name.

This approach views organisations and their stakeholders as interdependent and highlights the importance of understanding how organisations pursue joint interests.

Stakeholder value creation is seen as the ability of an organisation to create enduring relationships with its stakeholders (see Dyer & Singh, 1998; Freeman, Wicks & Parmar, 2004; Goyder, 1999; Hillman & Keim, 2001; Wheeler & Davies, 2004).



The Stakeholder Value Creation model as illustrated by Freeman, Kujala, Lehtimäki. 2019.

There are many ways to examine how value is created in interactions between organisation and its stakeholders **and even among stakeholders themselves.**

The Stakeholder Value Creation (SVC) model focuses on the **stakeholder relationship** and leaders should seek to understand these relationships and their characteristics. It is crucial, on the one hand, to recognise that different stakeholders have different expectations and to understand the importance of bringing stakeholder interests together over time (Freeman et al., 2006).

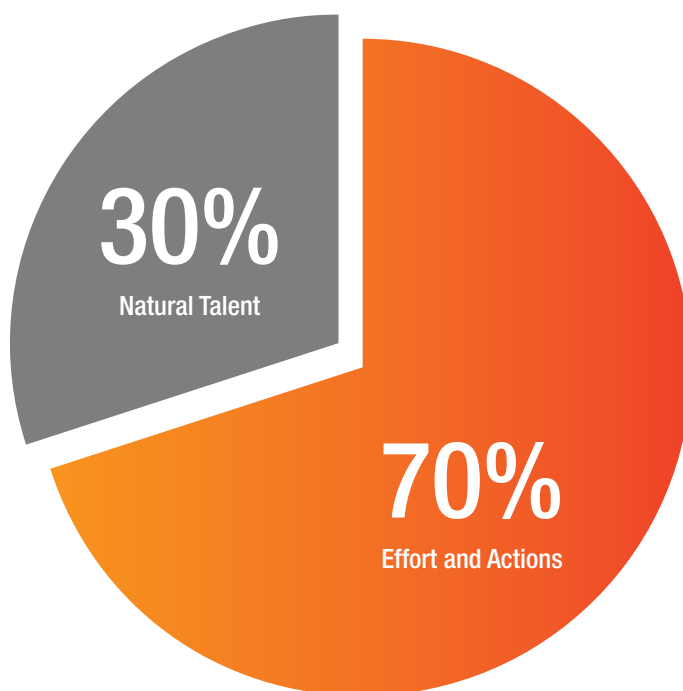
A Leaders Value Creating Ability —

Part trait, part State

We would like to propose (no research here, just a gut feeling based on experience) that leaders have a degree of natural ability — a set of innate traits that support them as they journey and work with stakeholders and create value. And as we know with all talent, this can take you only so far before you need to develop those skills further.

We feel that those successful in the business world have an approximate ratio of 30:70.

30% natural talent and the largest portion 70% acquired through intentional and persistent effort and actions.



In fact, we believe that Value Creation starts with your mindset to habitually, automatically, and routinely serve others before looking to receive.

There are many great books around the topic of becoming a Servant leader, from the classic “Servant Leadership” by Robert Greenleaf to “Leaders Eat Last” by Simon Sinek, that offer insights on building strong relationships and teams. These tie back to and broaden the perspectives offered in the above Stakeholder Approach theories.

The point is that there seems to be a strong correlation, perhaps it is even possible to demonstrate cause and effect, between successful leadership and serving the stakeholder in a value creation way.



Value Creation goes further

than building trust, empathy, and being humble.

It speaks to ways of putting the interests of others first and helping them succeed and grow ahead of your own desire to thrive. To introduce this approach, we turn our attention to systemic thinking and a series of value creating questions that help us look outside-in and future-back.



*“You can
succeed best
and quickest
by helping
others succeed.”*

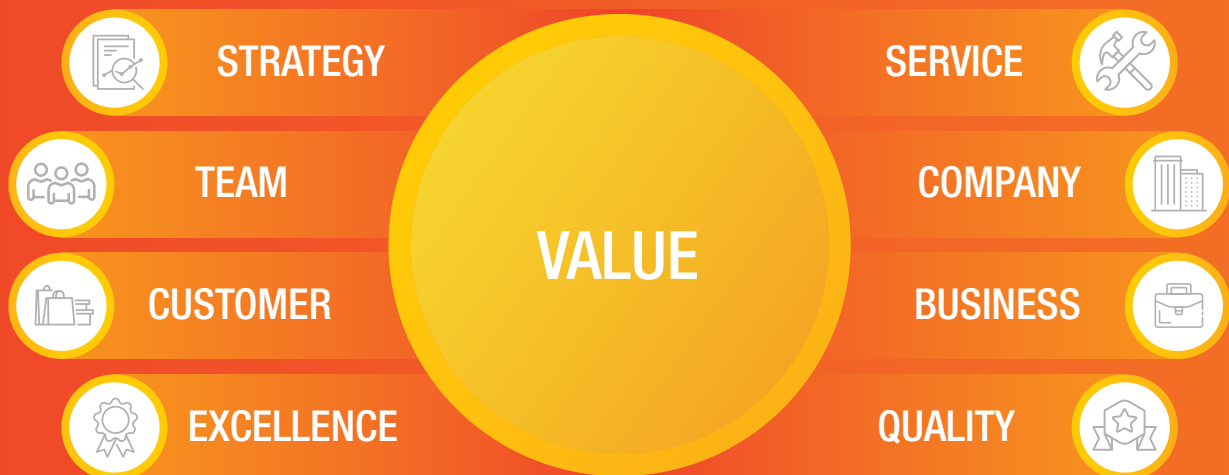
— Napoleon Hill

“If you create incredible value and information for others that can change their lives – and you always stay focused on that service – the financial success will follow.”

— Brendon Burchard

Dissecting the Value Creation Solution

At this stage you understand the skill we are referring to is value creation for your stakeholders and now its time to look at the process that will enable you, to bring value to those you choose to serve.

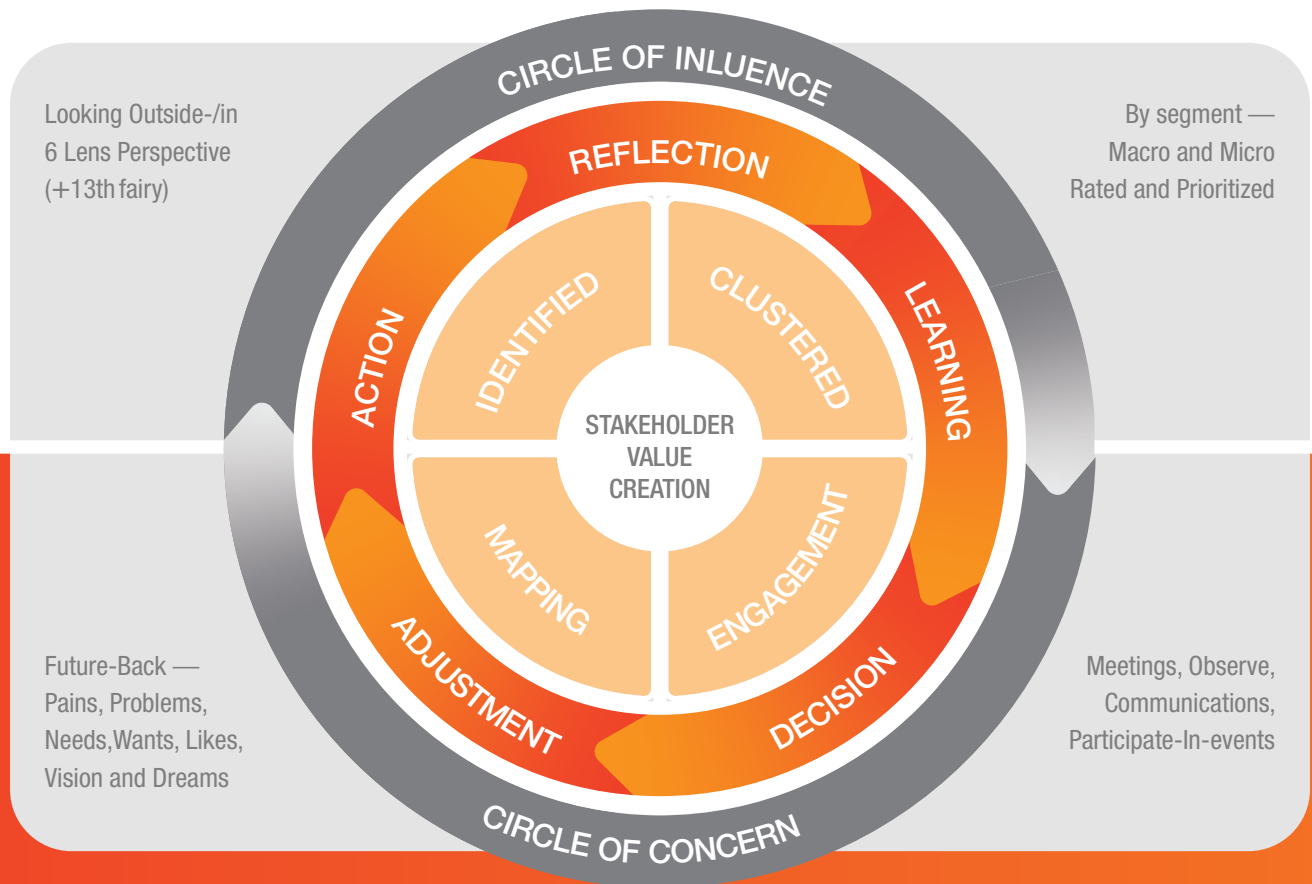


The following is our integrated model for facilitating Stakeholder relationships with consistent and deliberate Value Creation by combining the Responsiveness and SVC approaches. This has three layers.

The **first layer has four core steps** that form the basis for this model. This layer enables you to understand your stakeholders at a much deeper level:

- STEP 1** **The process of Stakeholder Identification**
— exploring their world by looking “Outside-In” through a 6-lens perspective
- STEP 2** **Clustering the Stakeholders by segment and size**
— rating your relationship and prioritizing your focus
- STEP 3** **The cycle of Initiating Engagement**
— finding ways to develop and build the relationship
- STEP 4** **Stakeholder mapping and strengthening the relationship**
— understanding their current pains, then looking to their future desired state, before deciding on actions

With this clarity you have moved a significant step forward in deciding on who and how best to engage with each stakeholder. It serves as the foundation from which to build. It is the time-consuming portion of the exercise and should not be rushed, yet with practice this becomes quite fluid and seamless.



The **second layer is where you pause, step back and start assessing** your understanding of each stakeholder and their situation.

REFLECTION	<i>on the information you have gathered</i>
LEARNING	<i>how best will you serve them and what value that will bring</i>
DECISION	<i>based on everything you know is the stakeholder someone that you are comfortable serving — it is the go, no go moment</i>
ADJUSTMENT	<i>if go, what ideas and changes are needed for this to work long term</i>
ACTION	<i>ready to move into full engagement mode and begin serving</i>

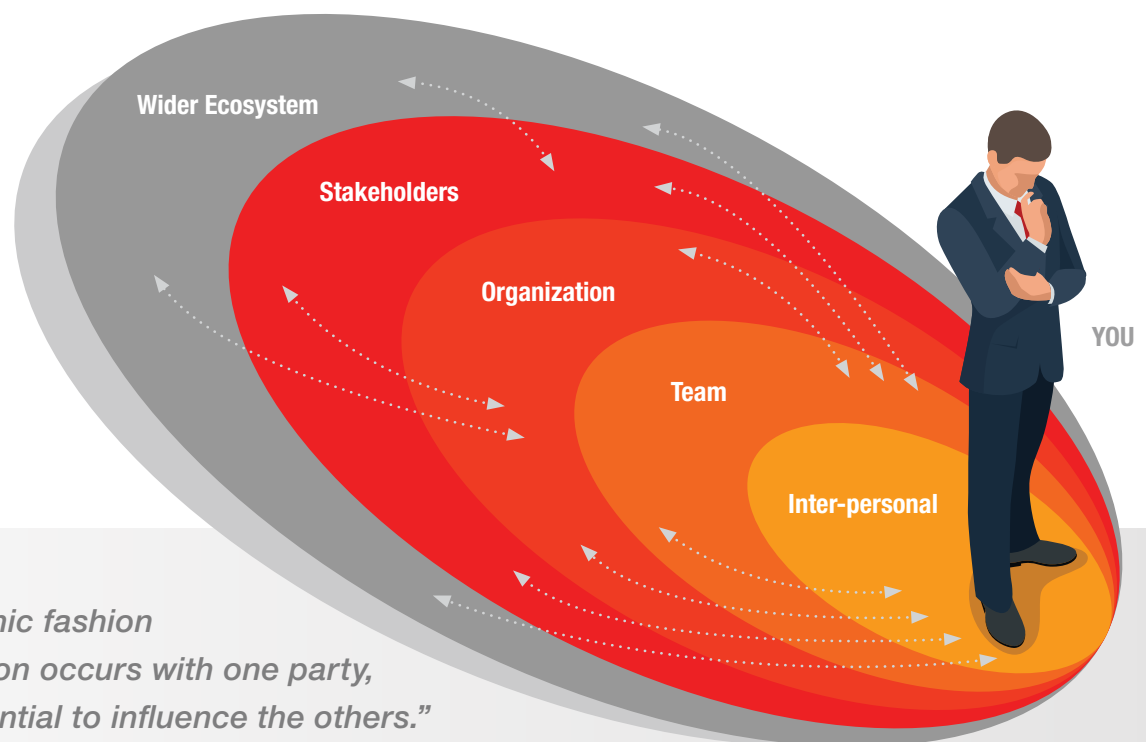
The **final layer is a dynamic plotting of the stakeholders**, using your segment clustering and rating to illustrate visually where each stakeholder sits on the overall landscape.

Are they an ally with a strong connection, someone that needs more attention and effort, or perhaps those identified as outside your Circle of Influence?

Looking Outside-In and Future-Back

We do not plan to go deep into each layer in this eBook, as that methodology is available through our programs, however we do wish to share with you a little insight to a couple of the core points.

First is the approach called “**Looking Outside-In**” and requires the ability for the leader to step back and look broader. Professor Peter Hawkins author of Systemic Coaching, Delivering Value beyond the Individual, refers to this as the “six lens” approach, where we need to consider the relationships and interplay between the stakeholder, their teams, their organization, and the wider ecosystem.



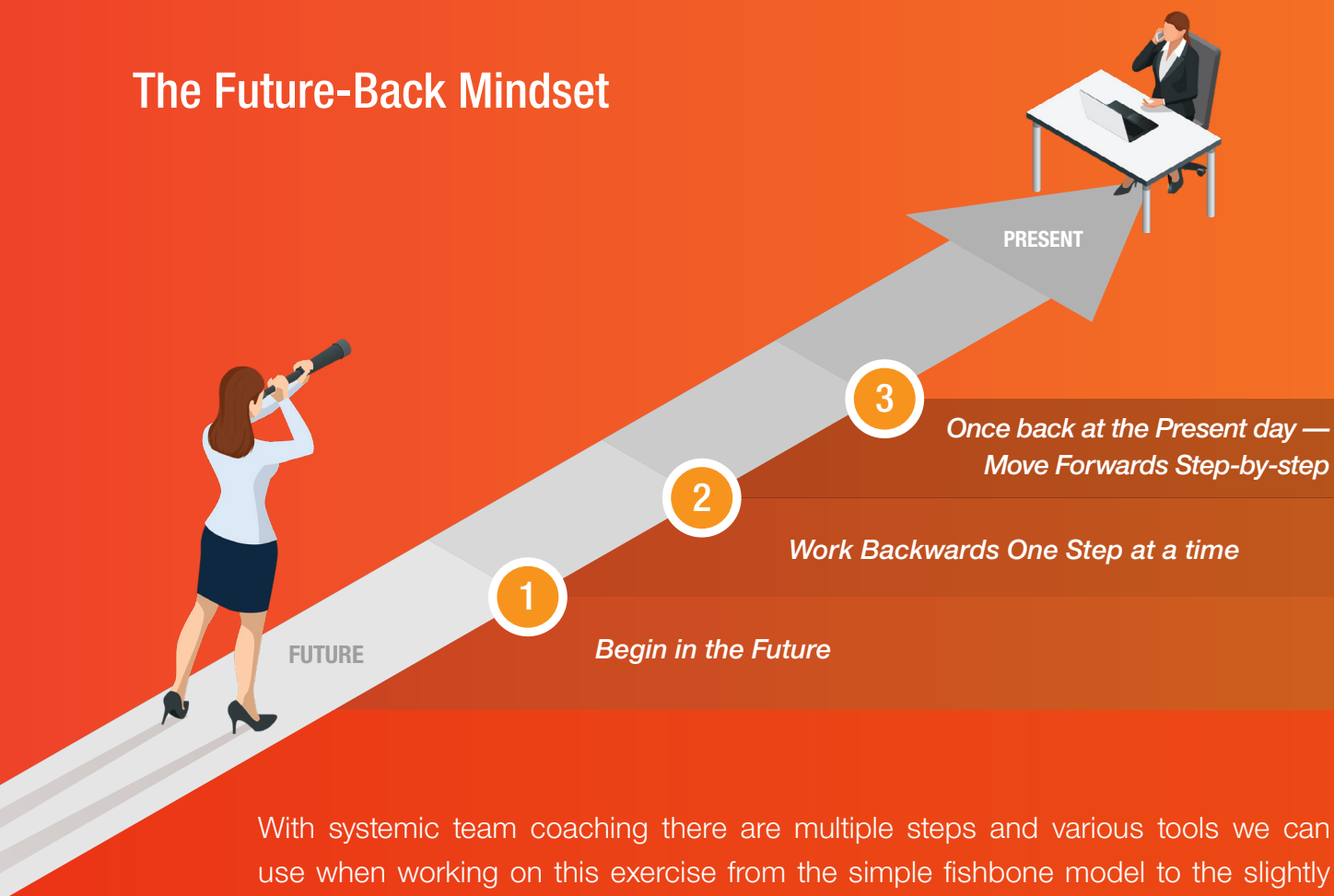
*“In true systemic fashion
when one action occurs with one party,
it has the potential to influence the others.”*

Redrawn from the concept explained by Professor Peter Hawkins,
in his Systemic Coaching books and training programs.

It is important here to also ponder those not in clear sight. Perhaps this involves future generations and what Hawkins and his faculty refer to as the 13th fairy. Those stakeholders outside of the immediate consideration, who if ignored might have a significant negative impact on the stakeholder. And then adding to this systemic construct, is the need to consider the future before determining our actions today.

This future-back mindset provides us with an incredible opportunity to pause and consider where are we today and what is the desired future state we want to achieve, before determining the actions that will move us in that direction.

The Future-Back Mindset



With systemic team coaching there are multiple steps and various tools we can use when working on this exercise from the simple fishbone model to the slightly more dynamic constellations method, but all have the similar purpose and that is for the leader to be able to see the scenario from multiple perspectives and therefore consider the value creating actions before taking them.

In this instance we look to optimize the effort and result.

Here is a sampling of ten questions we might ask ourselves and the stakeholder.

1. What is their business and who do they serve?
2. What are the interests of their stakeholders?
3. What attracts other stakeholders to this stakeholder?
4. What are some of the pain points — consider here each stakeholder group?
5. How might a future generation be impacted by the stakeholder?
6. Who are their potential 13th fairies?
7. What is this stakeholder's vision for the future?
8. What opportunity are they seeking?
9. What are the common interests we share?
10. What would be the most beneficial thing I could do for them?

Conclusion and Next Steps

Applying **this value creation skill takes deliberate, consistent intention and action.** And is often a reason why so few leaders have adopted it or continue to underutilize its full potential. **Therefore, you now have a unique opportunity to differentiate yourself.**

As humans we gravitate towards people who serve our needs and in return, we are more likely to reciprocate by serving them over others.

Following a 10-year study called the Genome Project, the HBR report identified one of the four things that differentiate successful CEOs from the pack — in this instance making them 75% more successful...

“they engage for impact through Stakeholder Value Creation”

As you ponder your next move, consider the following two questions to get you started.

- What value do you have in abundance that your stakeholders desire?
- How can you see the world through your stakeholder's eyes?



***This one skill will set you apart from the pack.
Are you ready to claim it!***

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YOURSELF FOR SUCCESS”**

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and

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(Part 2)

Sign-up to hear the author,

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About the Author

Hi, I'm **Wayne Brown**.

I work with executives to help transform their careers by developing elite talent across four of the most critical needs for any professional today: communication, facilitation, education and coaching.

After 45 years in six companies, living on four continents and working in more than 85 cities, I've engaged with people from diverse cultures and groups, leading, facilitating and coaching thousands of executives on topics from leadership through to operational excellence.

In addition, I have experienced the rigors of starting and running businesses and companies, learning along the way through success and failure. My journey has been supported by mentors and coaches who have helped me to stay focused and dedicated to my purpose of helping others.

As a lifelong learner, I've studied through many of the world's leading institutions and have learned from incredible professors and leaders. Today, I continue to develop and grow alongside my clients as we co- create the future together. From my years of playing competitive sports, I learned early on that life is a team activity and that we cannot succeed alone. It takes encouragement, the perspective of more than one, and collective effort to reach our lofty goals.

To find out more about my personal story, visit our website, www.coaching4companies.com

