

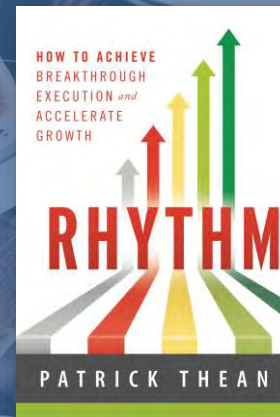
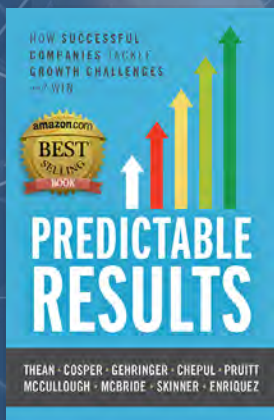
What the Most Successful Mid-Market CEOs Do
Differently to Execute Their Growth Strategy and Win

Presented by Cindy Praeger



RHYTHM[®]
S Y S T E M S

CINDY PRAEGER



Serial Entrepreneur

Co-Founder of Rhythm Systems

2 Best Selling Books *Predictable Results & Rhythm*



Mergers and Acquisitions

Scaling Operations

Launching New Products

How are you growing?

Attracting, Retaining,
and Growing Talent

Expanding Markets





Over 70% of new product launches fail as do
83% of mergers & acquisitions



A young boy with brown hair and black-rimmed glasses is sitting at a desk, looking at a laptop screen. He has a wide-eyed, open-mouthed expression of surprise or excitement. He is wearing a grey long-sleeved shirt. The background is a plain, light-colored wall. The text is overlaid on the image in white, centered horizontally.

400 global CEOs found that execution was the
#1 challenge
- *Harvard Business Review*





In fact, 90% of companies struggle to execute their growth strategies



How do successful CEOs and executive teams beat the odds?





3 WAYS TOP CEOS & EXEC TEAMS EXECUTE BETTER

1. Create “Execution Ready” Plans
2. Use Metrics and Dashboards Well
3. Run Weekly **Adjustment** Meetings



What is the purpose of a great annual or quarterly plan?



1

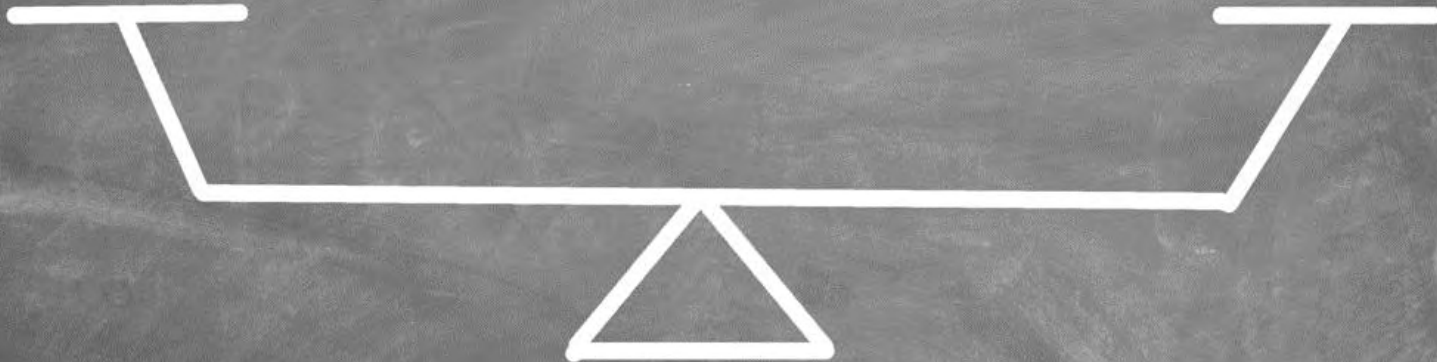
TIPS TO MAKE YOUR PLAN “EXECUTION READY”



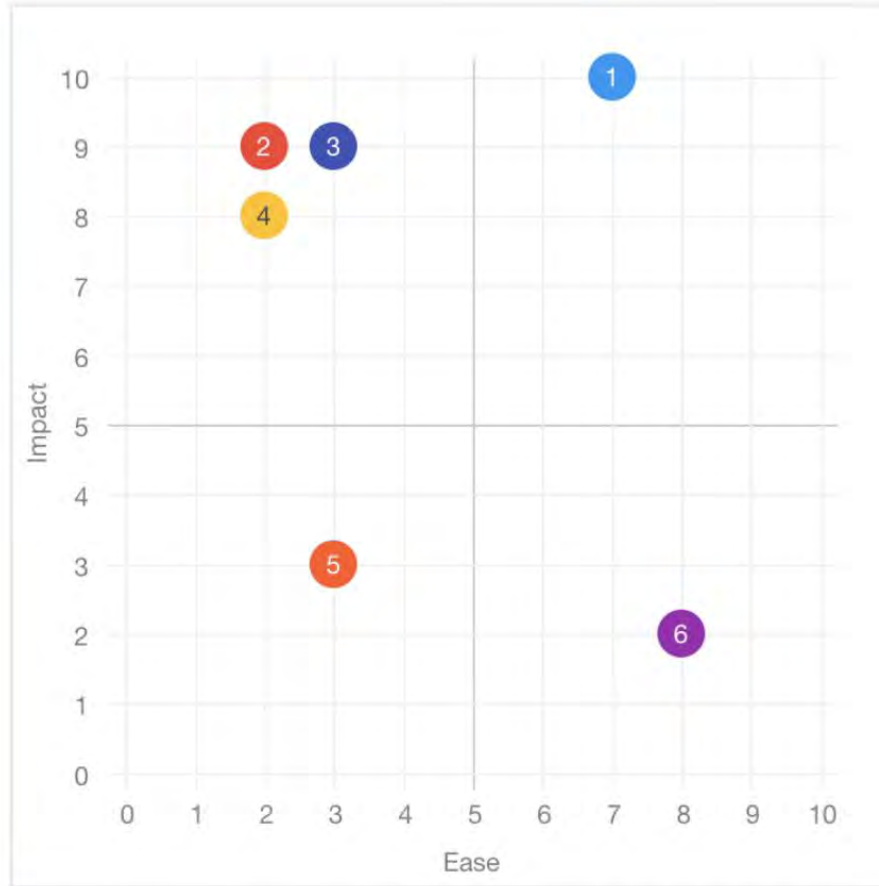
#1. DO NOT OVERLOAD YOUR TEAM

Day Jobs

Growth Priorities



Expensive
Winning Moves



Winning Moves

Losing Moves

Cheap
Losing Moves



2012	2018
<\$200M Revenue	\$1B Revenue
80 Employees	300 Employees

**“Our winning move resulted in
140% increase in revenue growth 3
years in a row”**

-Dr. Stephen Vogt, CEO & Founder



A person in a dark suit and striped tie is shown from the chest up. They are wearing black boxing gloves with white wristbands. The person's hands are clasped in front of them, with the gloves touching. The background is a dark, slightly blurred image of the person's suit and tie.

#2. KILL SILOS UPFRONT

What does it look like?





CROSS-FUNCTIONAL PLANNING

Work together as cross functional team.





UPFRONT CONTRACT

1

We will **speak positively** about decisions

2

We will not say “**they decided**”

3

We will **do all we can** to make decisions successful



AVIDXCHANGE CLOSES \$500 MILLION CAPITAL

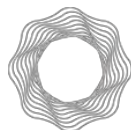
PARTICIPATING INVESTORS

Bain Capital *Ventures*



Caisse de dépôt et placement
du Québec

THIEL TEMASEK



nyca





CROSS FUNCTIONAL PLANNING PROCESS

1. Pre-work
2. Exec Team Plans
3. Cross-Functional Dept. Planning
4. Make Adjustments
5. Launch Company-wide

AvidXchange Model





CHRIS TINSLEY

“We increased productivity by 300% and launched our new product 6 months early”

They are now #1 in their industry with a \$1 billion valuation.

CTO of AvidXchange



DECIDE ON ONE PRACTICAL THING TO DO





QUESTIONS



2

THE RIGHT METRICS & DASHBOARDS FOR SUCCESSFUL EXECUTION



BE EXTREMELY CLEAR





WHICH PRIORITY WILL ACHIEVE
BETTER RESULTS?

Execute Tradeshow and
secure 20 qualified leads

Tradeshow



WHAT IS SUCCESS?

G What's our goal?

R Unacceptable

Y In between

SG Stretch Goal



LEADING VS. RESULTS METRICS



1

Leading Metrics
Guide us

2


Results Metrics
Report Outcomes



MOBILITYWORKS MAKES A DIFFERENCE

My personal story.





Your plan is not complete until everyone is clear
on what to do and has the **right metrics and
dashboards**



3

RUN WEEKLY ADJUSTMENT MEETINGS





“This four hour meeting on eliminating useless meetings didn't produce any results. We'll have another meeting tomorrow.”



QUESTION

What % of your weekly meetings is spent discussing status v. problem solving?



HOW TO RUN A WEEKLY ADJUSTMENT MEETING

1

Create company, departmental and individual dashboards

2

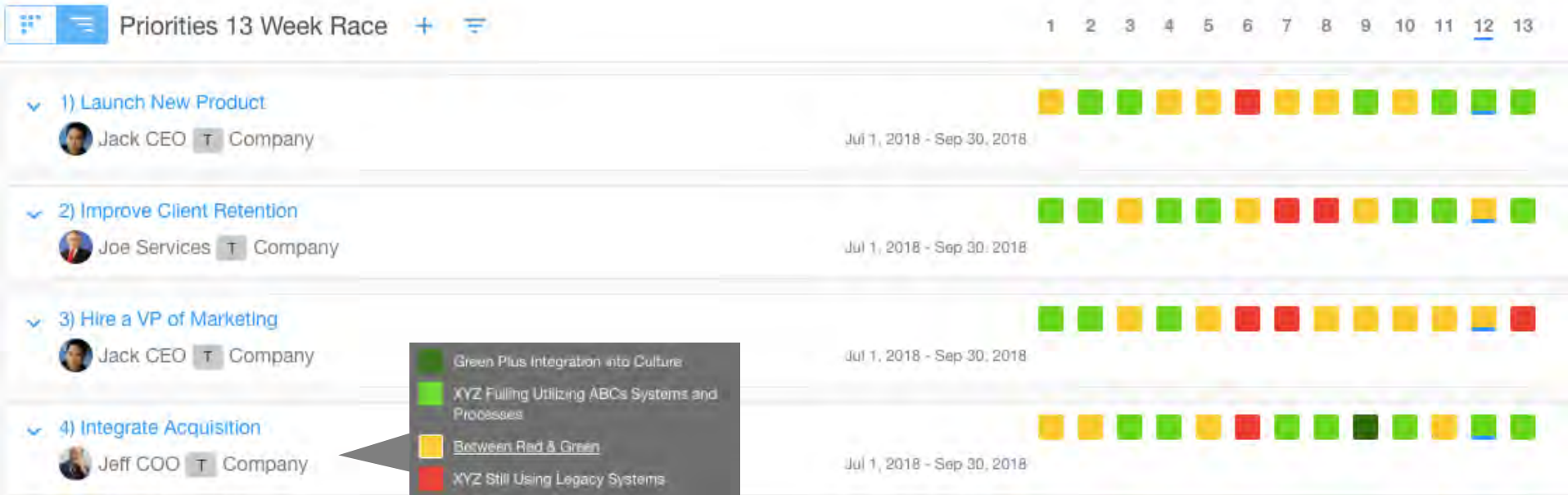
Prepare for weekly meeting —right data at right time

3

Review red, yellow items and **correct**



SET UP EXEC TEAM DASHBOARDS




SET UP DEPARTMENTAL DASHBOARDS (OPERATIONS TEAM)

Parent Items +

1) Launch New Product

 Jack CEO T Company P
Jul 1, 2018 - Sep 30, 2018

1) Upgrade 50 Clients to the Cloud Platform

 Joe Services T Operations

Upgrade Latin American Clients

 SupportMgr ABC

Upgrade North American clients

 SupportMgr ABC

2) Implement ERP Systems

 Joe Services T Operations

Implement Part 1 of ERP System

 Jill Support T Operations

1 2 3 4 5 6 7 8 9 10 11 12 13



Jul 1, 2018 - Sep 30, 2018



Jul 1, 2018 - Sep 30, 2018



Jul 1, 2018 - Sep 30, 2018



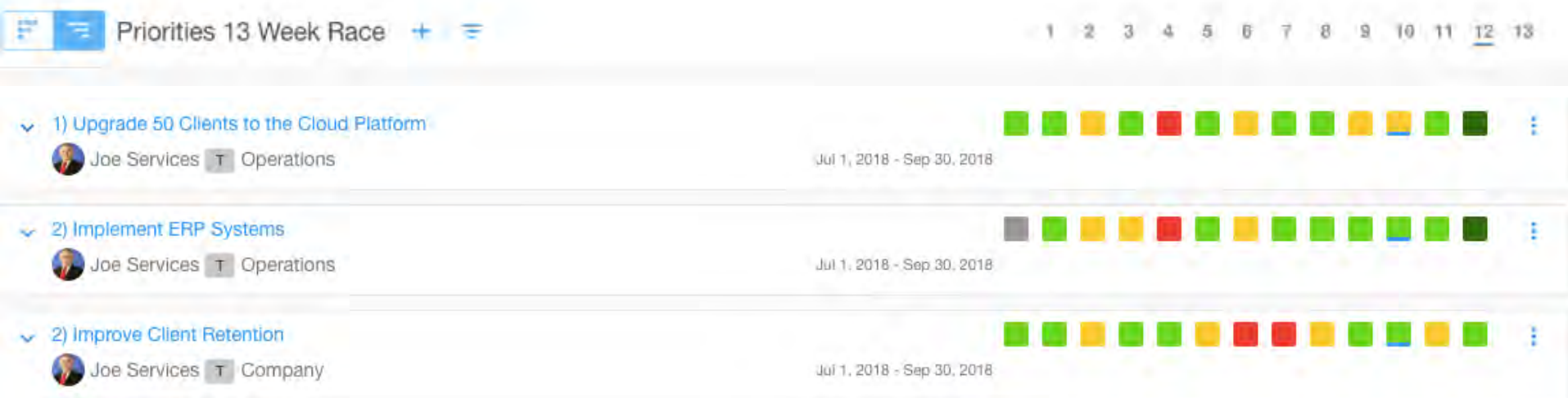
Jul 1, 2018 - Sep 30, 2018



Jul 1, 2018 - Sep 30, 2018



SET UP INDIVIDUAL DASHBOARDS JOE (OPERATIONS)





PREPARE TO HAVE BETTER MEETINGS





HOW TO PREPARE FOR YOUR WEEKLY ADJUSTMENT MEETING

1

Comment on Red, Yellow
& SuperGreen items

2

Share action plan to
get to Green



HOW TO RUN WEEKLY ADJUSTMENT MEETING

Priorities 13 Week Race + ☰

1 2 3 4 5 6 7 8 9 10 11 12 13

- 1) Launch New Product
Jack CEO Company
Jul 1, 2018 - Sep 30, 2018
- 2) Improve Client Retention
Joe Services Company
Jul 1, 2018 - Sep 30, 2018
- 3) Hire a VP of Marketing
Jack CEO Company Public
John Sales on Thu, Apr 28, 2017 3:33:19 PM
Having trouble finding the right experience - looking for 15 years in consumer products
Jack CEO on Thu, Apr 28, 2017 3:35:08 PM
Jack - Let me reach out to my network and see if I have connections that would be a fit.
- 4) Integrate Acquisition
Jeff COO Company

A man in a light blue suit and tie is captured mid-air, jumping over a gap between two large, dark grey rocky mountain peaks. He is holding a blue folder or tablet. The background is a cloudy sky. A semi-transparent blue banner is overlaid across the middle of the image, containing the title text.

3 WAYS TOP CEOS & EXEC TEAMS EXECUTE BETTER

1. Create “Execution Ready” Plans

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A photograph of a diverse group of people in a meeting or presentation. Many individuals have their hands raised, indicating an interactive session. The image is overlaid with a semi-transparent blue horizontal band.

QUESTIONS



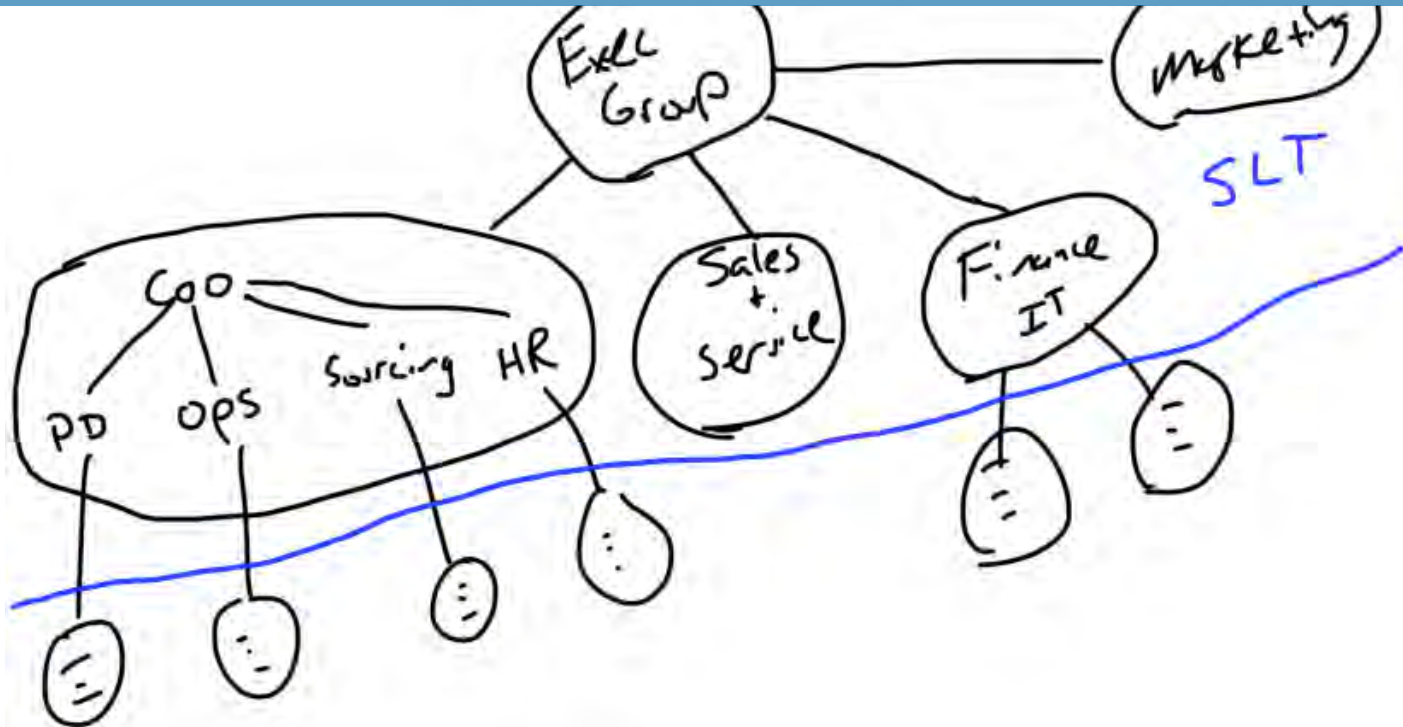
#1 FLY FISHING COMPANY IN THE WORLD



SIMMS
FISHING PRODUCTS




STEP 1: CROSS FUNCTIONAL PLANNING



STEP 2: WEEKLY ADJUSTMENT MEETINGS





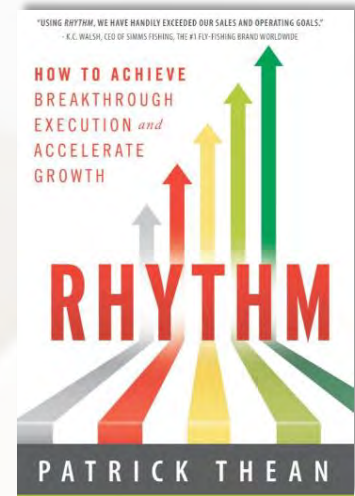
WIN AS A TEAM

100% INCREASE IN SALES



GIFT FOR YOU

Please take the survey to receive your special gift.



HOW GOOD IS YOUR EXECUTION?



1. Create “Execution Ready” Plans
2. Use metrics and dashboards well
3. Run Weekly **adjustment** Meetings



THANK YOU

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