

# Courageous Leadership in Trying Times

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THE **Berke** Group

Bubble, What Bubble?

- California Builder CEO

Lead, follow, or get out of the way!

- Ted Turner

Follow the Crowd

- 2007 Builder Strategy

The only thing constant is \_\_\_\_\_,

which means you will always have \_\_\_\_\_,

so manage your business or it will manage \_\_\_\_\_.

You have been accused of being a leader?

- What would be said?

- Admired leaders:

Where do leaders come from?

1.

2.

3.

## Managers vs. Leaders

- Managers

- Leaders

- Leadership Traits
- Your Challenge

- How prepared are your people for this market?
- Recent studies of very success builders in:
  - California
  - Oregon
  - Georgia
  - Texas
  - North Carolina
  - Florida
- Findings: **50% +**

- Sociability
- Idea Productivity
- Assertiveness
- Social Adaptability
- Problem Solving Rapid
- Structure
- Responsiveness
- Problem Solving Logical
- Emotional Intensity
- Optimism
- Generalist

	1	2	3	4	5	6	7	8	9	10
JR SM	LO LW JM		JJ	DJ		PA		RS		
DJ SM	JJ		LW JR	PA JM	RS	LO				
JJ LW PA JR SM	DJ		JM				LO RS			
	SM		RS	LO LW JR		JJ	PA JM	DJ		
LW DJ JR	JJ				PA	RS	JM	LO SM		
LW PA SM		RS	JR JM		LO		JJ DJ			
	LO DJ	JJ PA SM		JM	JR		LW	RS		
	JJ LW	RS	DJ	LO JR SM	JM	PA				
DJ PA	JM	JJ	LO	RS		LW	JR SM			
LW JR SM		JM				DJ	JJ LO PA RS			
SM						LO DJ JM	LW PA RS	JJ JR		

Job Target Range

Initials	First	Last	Job Fit
PA	Patrick	Archer	C
JJ	Jack	Johnson	D
DJ	Don	Jones	D
JM	Judy	Macke	B
SM	Susan	Mosley	D
LO	Lynn	Owens	B
JR	Jo	Riley	D
RS	Randy	Smith	B
LW	Luke	Wilson	D

## Behaviors and Talents

**Assertiveness:** A natural tendency to take initiative in order to control or influence a situation versus being careful in assessing situations before moving into action.

**Emotional Intensity:** A natural tendency to react strongly, immediately and intensely, especially when events do not unfold as planned versus a tendency to keep frustration to oneself.

**Generalist:** The ability to identify with the goals of a group and to connect intuitively with the ideas of others

**Idea Productivity:** The ability to produce ideas rapidly one after another. Very important for sales.

**Optimism:** A natural tendency to think positively about the future versus taking a more skeptical view.

**Problem Solving – Rapid Fire:** The ability to intuitively and quickly solve many problems, one after another.

**Problem Solving - Logical:** The ability to think through large, complicated problems in a methodical, step-by-step manner.

**Responsiveness:** A natural tendency to react spontaneously and to express oneself outwardly versus being deliberate and patient.

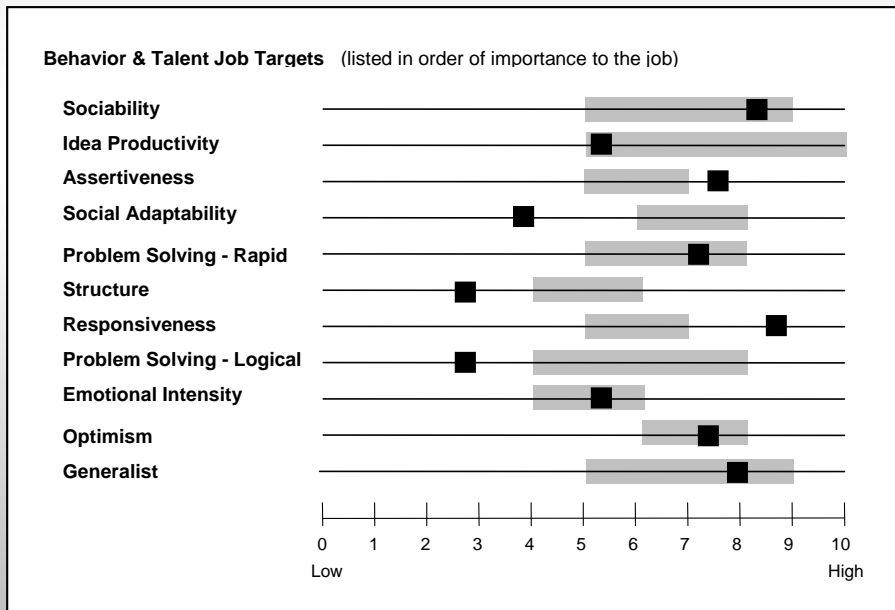
**Sociability:** A natural tendency to gain satisfaction from interacting with other people versus working with things and ideas.

**Social Adaptability:** A natural tendency to adapt to other people's feelings to avoid unpleasant consequences versus being less concerned about the impact of one's behavior on others.

**Structure:** A natural tendency to seek order, certainty and correctness versus working without an established framework.

Compare Sales Counselors...

**Good Match**



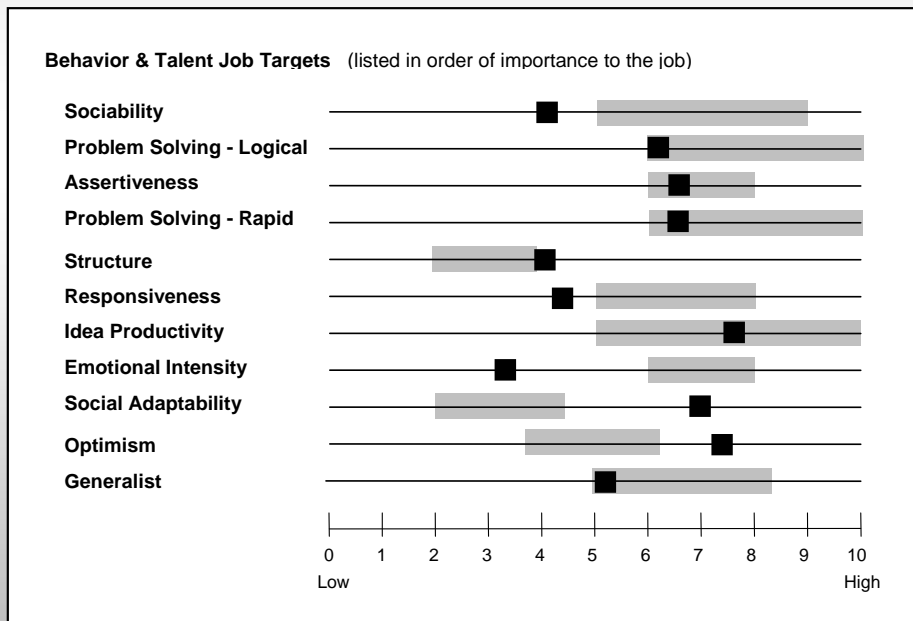
**Poor Match**



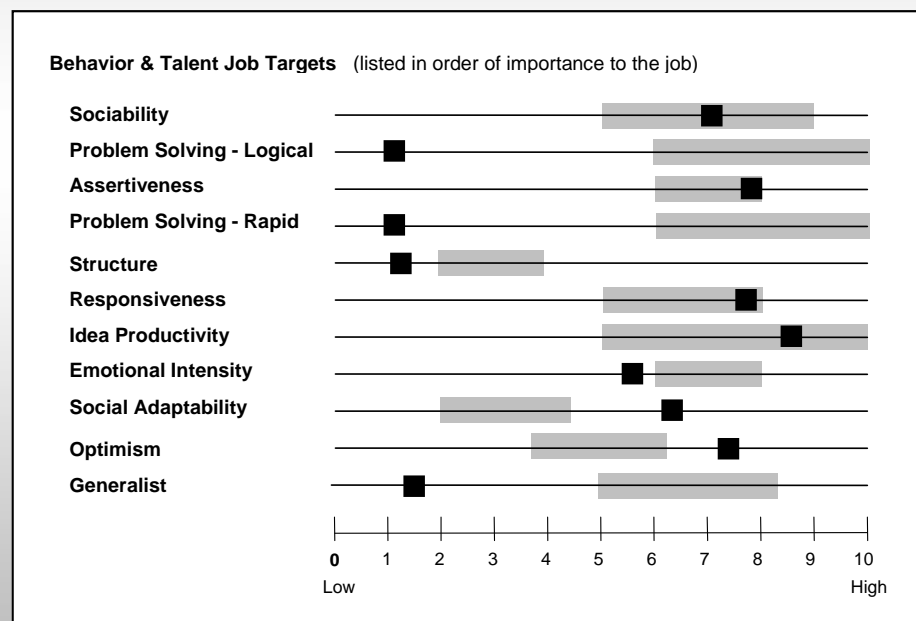
**Berke Profile**

## Compare Vice Presidents of Sales...

### Good Match



### Poor Match



## Berke Profile

1. The best recruiting market in years.
2. Analyze your current team.
3. No “C” players, no exceptions.
4. Managers should be recruiting and training.
5. Managers should have written action plan for organizational excellence with strong feedback measures.

## Leaders are not victims:

1. Boss, when do you think the market will turn?
2. Why aren't we getting more traffic?
3. Why did we miss our net sales for the month?

## Courageous Leadership in Trying Times

1. If our standards tolerate mediocrity at the top, how can we blame our people for mediocre performance?
2. You can either manage problems or you can manage and lead people.
3. You can join your competitors in being a victim or be smart and take advantage of their woes.

Leaders “compel events to conform to the plan” – Lee Evans

## Courageous Leadership in Tough Times

### Three Rules to follow:

1. Surround yourself with exceptional people
- 2.
- 3.

## Your Assignment

Take an independent look...

Benchmark Study