EMBA 522 Turnarounds
Quotes from EMBA 18’s
11/4/17

- The formula (Product, brand, distribution, Operational excellence) is easy, but execution is hard
- Strategy eats execution for breakfast, culture eats both for lunch
- There is no right answer – Harvard cases there are right answers, but real life there is no right answer. There never is enough data
- Say something worth disagreeing with
- Permission to disagree
- Any organization is not fully optimized, is ready for a turnaround
- Too many goals, you are spread too thin
- Being different is fundamental to strategy. Winning is being different
- Fly Wheel – Randy H: success, strat obj, goals, values: Product & Brand
  - Dan B: mission, purpose, culture, character, goals
- You can be yourself and be a leader
- Gallop engagement index: great leadership – Dan B
  - Engaged workers work 6x harder than non-engaged workers
- I spend most of my time listening (Dan B)
- Consistency every month when encouraging employees > Eventually building culture, than being a joke
- All four leaders have different types of leaders Dan B – Love | Kurt – Coach
- Viewpoints on paycuts
  - Kurt: 10% paycut
  - Ross: Paycut = cowardly
  - Class: Depends on the circumstance, is it dire?
- All guest CEOs were kind, nice
- If you don’t pay people what they are worth, you don’t get their best – Randy
- Run Education as a business
- What ‘principles’ drive the decision.
- How often CEOs talk in front of their employees on message (20 min, entire company, 2x month. Randy – weekly). Not just repeating what you are saying – finding new ways/ideas
- All CEOs spoke about data, but you also have to listen to your gut feeling
- Good data and bad data
- Visuals capture gut feeling and data crunching