



# LEADER'S GUIDANCE



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## WHAT IS LEADER'S GUIDANCE?

A set of execution principles for the team to follow when acting and making decisions, particularly when the leader is absent or has delegated authority to the team.

## CONSTRUCTING A GUIDANCE STATEMENT

A guidance statement consists of two things:

### THE APHORISM

A brief, memorable saying or phrase that expresses an opinion or makes a statement of wisdom without flowery language.

### THE CONTEXT

The parts of an idea surrounding a word or passage that can shed light on its meaning.

#### Example

**Find value for the customer.** Our job is to help our customers. Constantly seek opportunities to provide value to them. That may mean changing what or how we deliver the effort—use your judgment, reflect on the question, and adapt. If the initial contact or sponsor doesn't get the value you are providing, then get creative to get them there or find another key contact who does. The lanes of latitude are wide here—stay transparent and engaged with the customer and TPG leadership to ensure no surprises.

## IMPLEMENTING LEADER'S GUIDANCE

Share and discuss your statement with your entire team during a team meeting. Allow for at least 30 minutes to ensure the team has time to digest and review.

### For each statement, ask:

- How would this shape your action or decision?
- What questions do you have?
- What concerns do you have?

(consider having a scenario to “color” the conversation)

## SUSTAINING LEADER'S GUIDANCE

After you've implemented Leader's Guidance, here are some additional tips to consider for long-term sustainability :

### Focus on 1-2 statements per week

- Spend 5-10 minutes discussing, “How well did we demonstrate the guidance?”
- Assure that it is a safe place to speak openly – it's ok to talk about misses.

### REFLECT, UPDATE CONTEXT AS NEEDED

### CREATES A HABIT, RHYTHM AND REINFORCES

## TPG GUIDANCE

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**Be the bar by which all other consultants are measured.** Customers often have poor perceptions of consultants--from what they have heard or experienced. Change that viewpoint. Show them through our actions--and our results--that we help them achieve their goals through counsel, support, courage, and capability. Make every customer an advocate for us.

**Maintain situational awareness constantly.** Situations change, often evolving on their own. This requires us to be aware of that change, predict it and get ahead of it when we can, and constantly ask ourselves if we need to adapt to it, or guide it to where we believe it should be. Understanding the SA improves our communications' context, as well as determining our alignment to the overall outcomes (and customer value).

**Communicate with context.** Don't leave interpretation to the reader. Give them clear concise communications that are meaningful. The analysis should provide context to why and what is being shared. Challenge ourselves to adjust our communications when they aren't working well. Our team likes to be in the "know"--this extra time will increase our capability while potentially reducing wasted time (fire drills, "noise").

**Find value for the customer.** Our job is to help our customer. Constantly seek opportunities to provide value to them. That may mean changing what or how we deliver the effort--use your judgment, reflect on the question, and adapt. If the initial contact or sponsor doesn't get the value you are providing, then get creative to get them there or find another key contact who does. The lanes of latitude are wide here--stay transparent and engaged with the customer and TPG leadership to ensure no surprises.

**Identify outcomes from the start.** Use our "what does success look like" phrase to determine what we are trying to achieve. This may be customer outcomes, team outcomes, or Persimmon outcomes. How you execute the effort (tactics) may change over the course of time, but the outcomes (strategic) should not. Remind ourselves constantly of these. Measure progress to them.

**Fill the gap.** We are a team of people driven to act and improve. When we see a need inside our customer or within our team that we can help fill, we do. If we have a question, we ask it. We use our SA to recognize when to ask for forgiveness rather than permission. We step forward.

**No islands.** Get creative to keep contact and culture with our team members who aren't in the office. Seek opportunities for them to collaborate through technologies, scheduling, and fun. Team members who are on "islands" should send out "signals" when they are feeling abandoned or lost.

# POWERPLAY™ IMPLEMENTATION GUIDE

## LEADER'S GUIDANCE



Write 2-3 Guidance Statements for your team.

**Keep in mind your guidance should:**

- Clarify expectations for decisions and actions when the leader is not present
- Not be hard rules or policies, but direction for consideration in conduct
- Help frame thinking
- Inform and develop judgment