

# THE THOUGHT LEADERSHIP ON THE SALES PROFESSION CONFERENCE

JUNE 10-11  
2014

COLUMBIA  
UNIVERSITY

NEW YORK, NY

Integrated Leadership for Sales Success

Presenter: **Bill Klepper**, *Professor of Management*, Columbia  
Business School



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# KEY TAKEAWAY QUESTIONS

- What is the Winning Formula for achieving Integrated Leadership in your organization?
- In which period should you leverage your behavioral style and leadership practices?
- Where does your organization fall on the S-Curve?
- What behavioral dynamics must you master to gain the endorsement of others—colleagues and customers?
- What can we learn from Cinemex and Brooklyn Boulders' Integrated Leadership?
- Can you apply an Integrated Leadership Model in your organization?



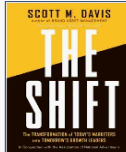
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**Multimedia**

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- Seizing the White Space**  
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- The CEO's Boss**  
William M. Klepper
- Born**  
Scott Shane

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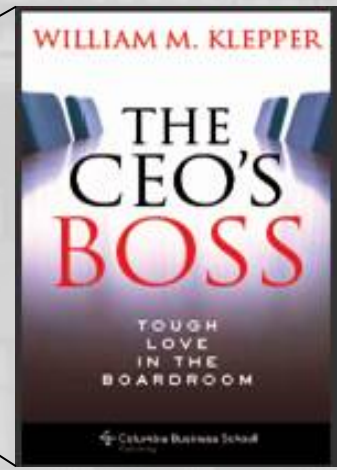
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# THE WINNING FORMULA FOR INTEGRATING YOUR LEADERSHIP FOR SALES SUCCESS

- know yourself,
- control yourself,
- know others, and
- do something for others

# Emotional and Social Intelligence

## Personal Competence

### YOURSELF

- Self-Awareness
- Self-Regulation
- Motivation

## Interpersonal Competence

### OTHERS

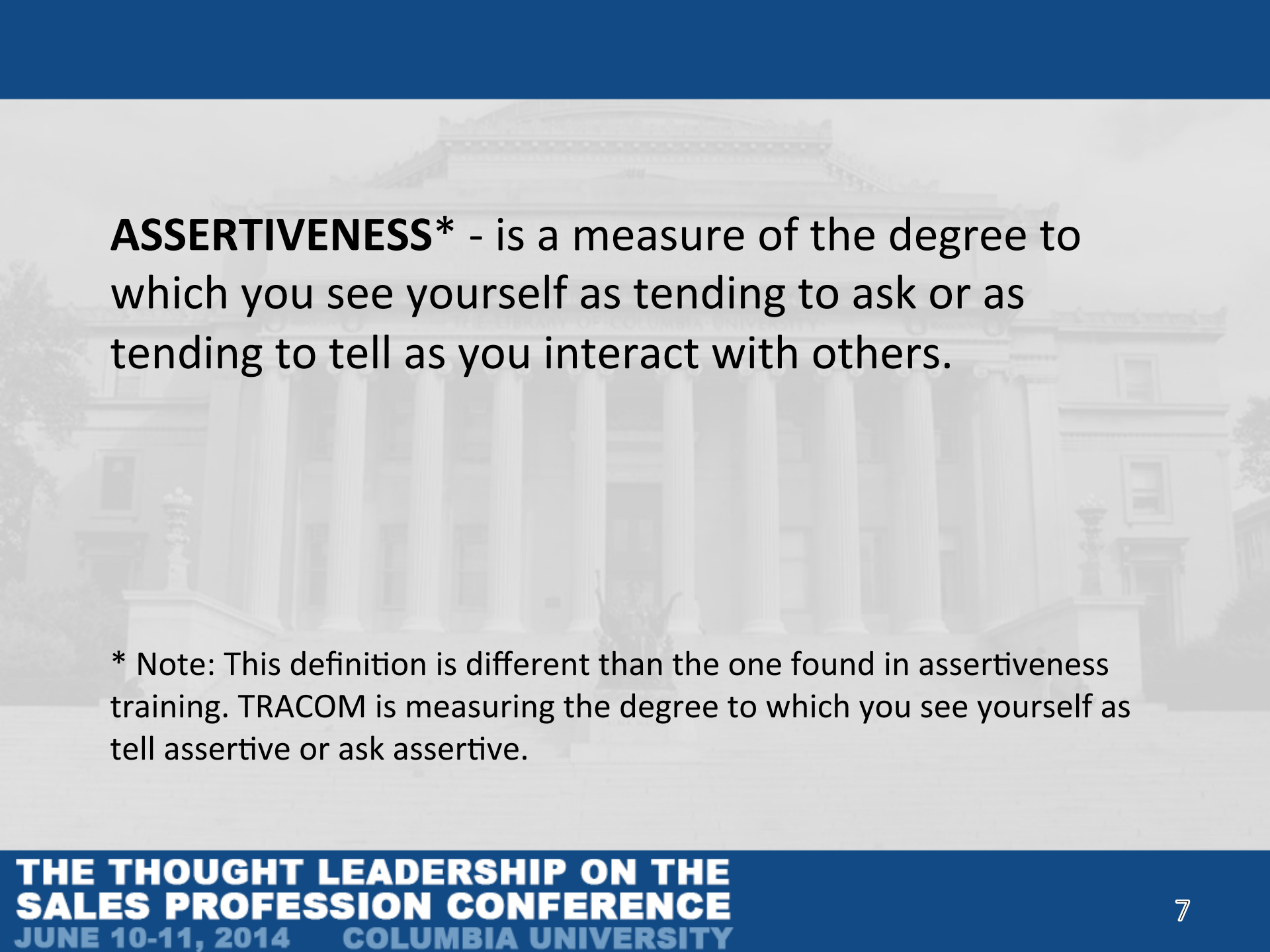
- Empathy
- Social Skills

Adapted from Working with Emotional Intelligence, D. Goleman, 2000

# SOCIAL STYLES

“The most persistent, socially evident, pattern of behavior that a person demonstrates to others.”

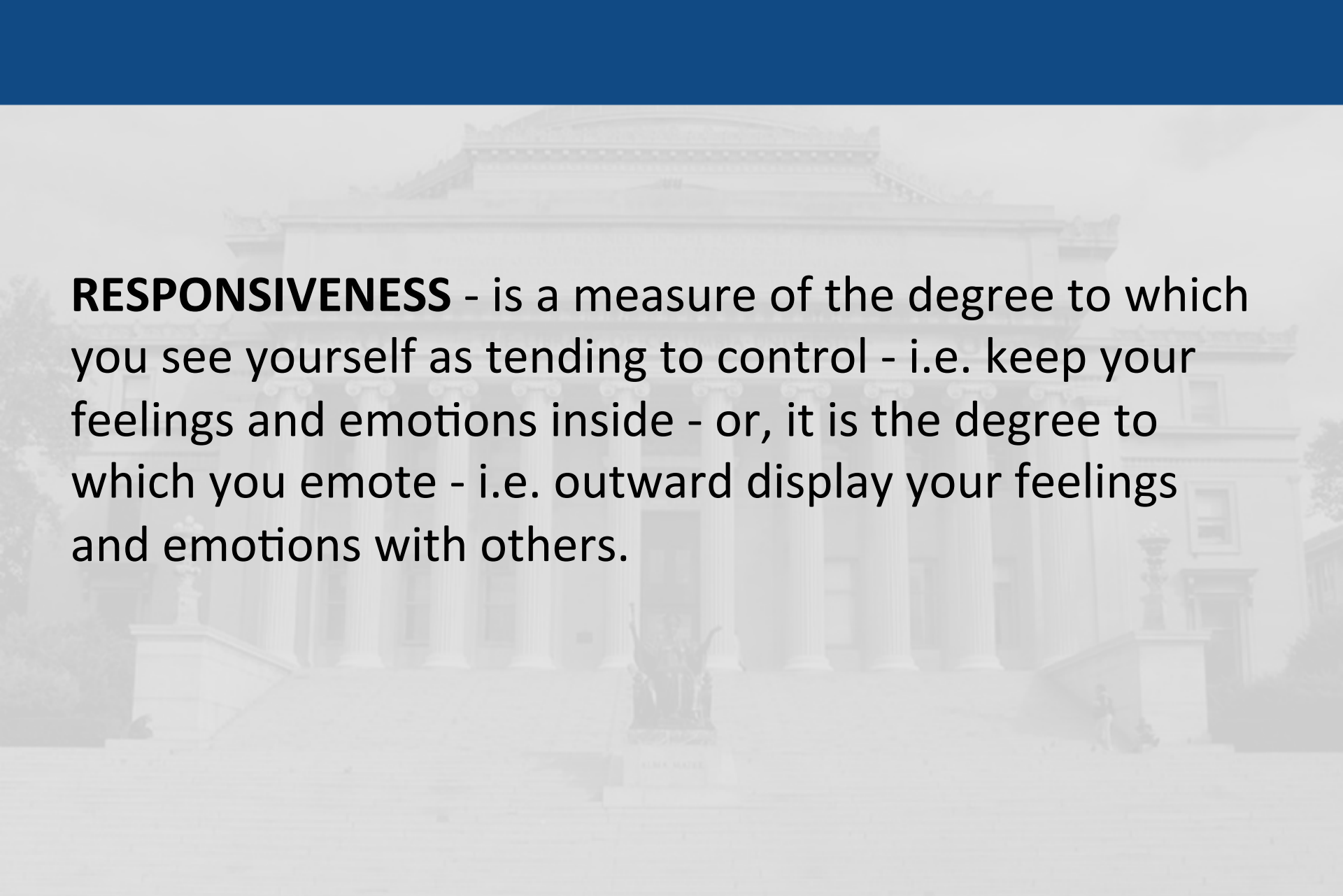
TRACOM



**ASSERTIVENESS\*** - is a measure of the degree to which you see yourself as tending to ask or as tending to tell as you interact with others.

\* Note: This definition is different than the one found in assertiveness training. TRACOM is measuring the degree to which you see yourself as tell assertive or ask assertive.

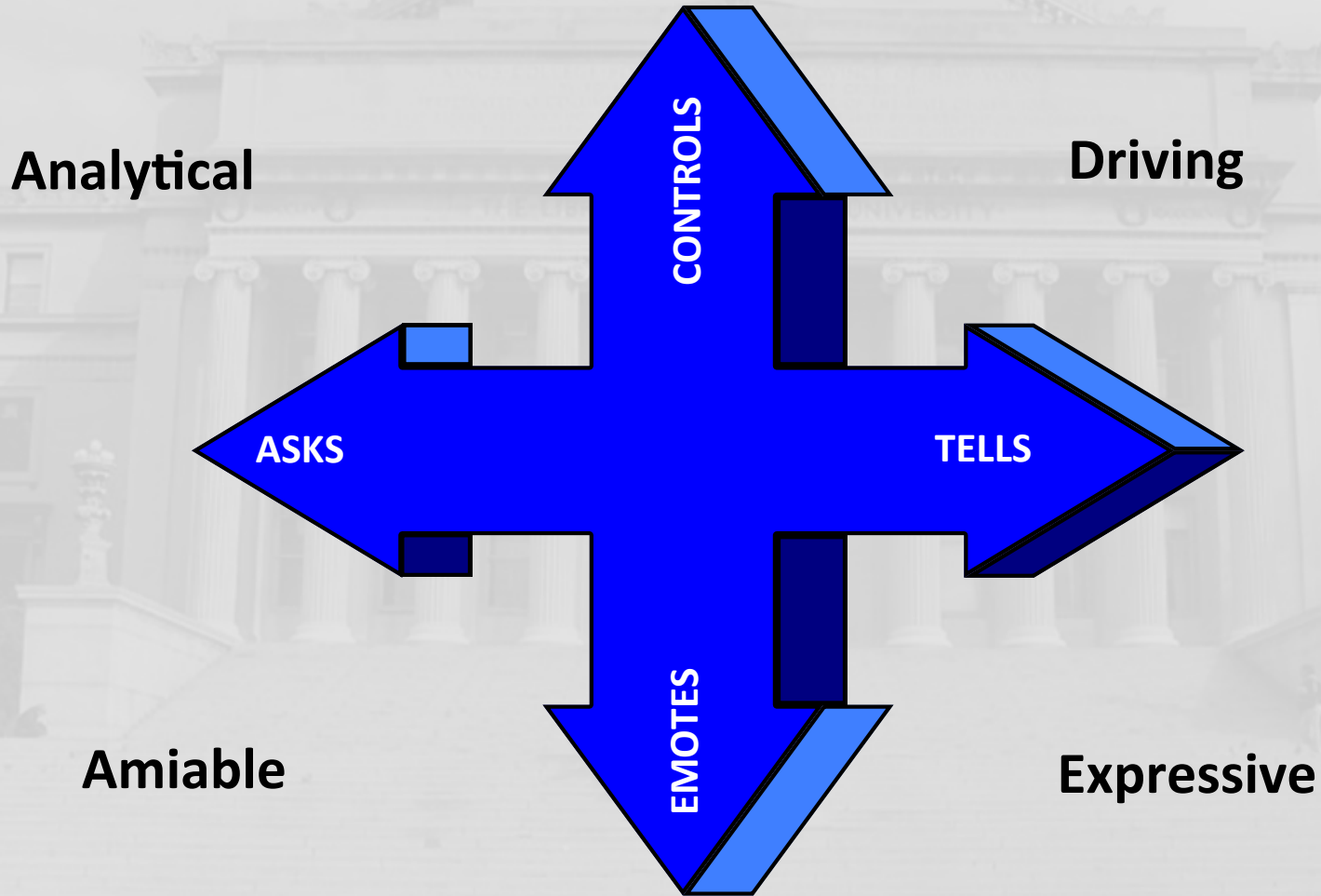




**RESPONSIVENESS** - is a measure of the degree to which you see yourself as tending to control - i.e. keep your feelings and emotions inside - or, it is the degree to which you emote - i.e. outward display your feelings and emotions with others.



# Social Styles



# Social Style Need, Orientation and Backup Behavior

## Analytical

Need: *To be Right*

Orientation: *Thinking*

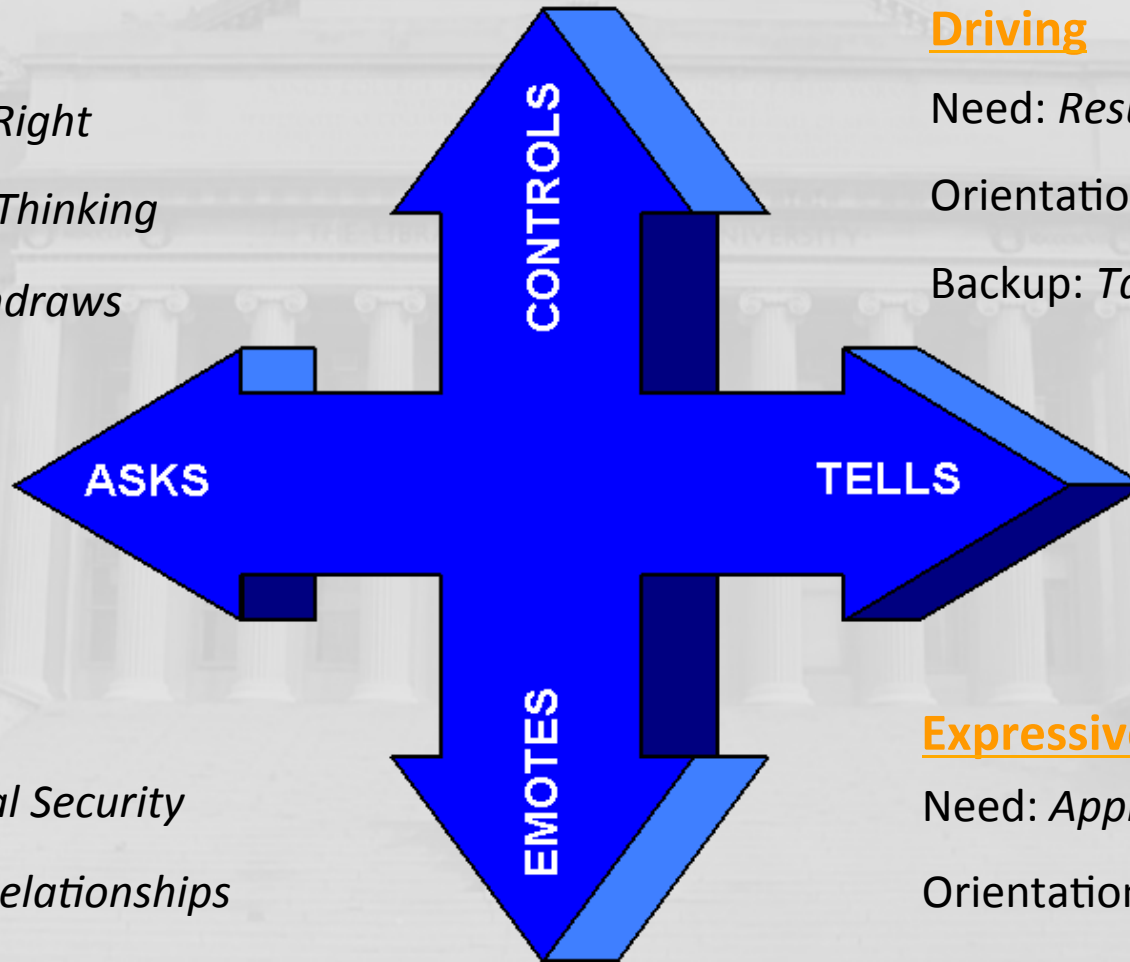
Backup: *Withdraws*

## Driving

Need: *Results*

Orientation: *Action*

Backup: *Takes Charge*



## Amiable

Need: *Personal Security*

Orientation: *Relationships*

Backup: *Goes Along*

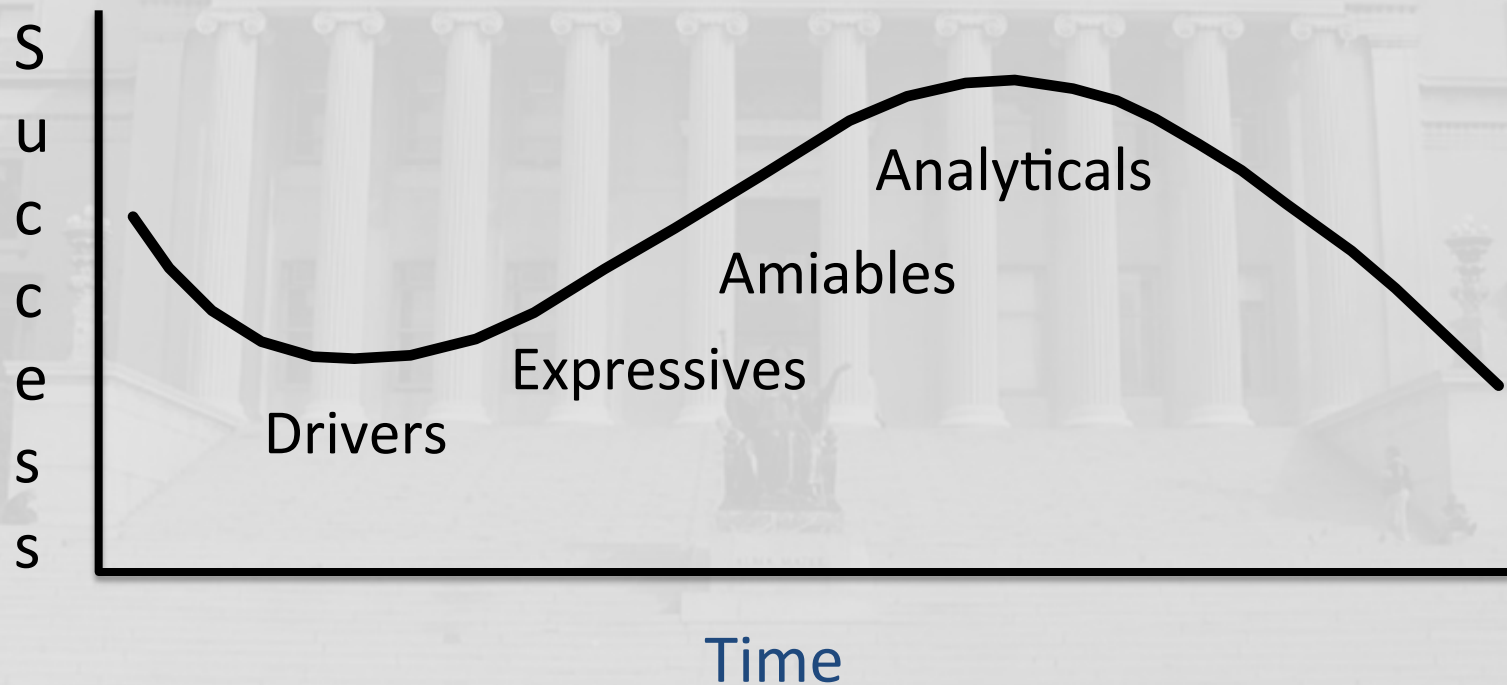
## Expressive

Need: *Approval*

Orientation: *Spontaneity*

Backup: *Confronts*

## Leverage Your Behavioral Style on The S-Curve



# BEHAVIORAL DYNAMICS: THE POWERS OF PERSUASION

- **SOCIAL VALIDATION** -- The first principle is that people are more likely to follow someone who is similar to them than someone who is not. Wise managers, then, enlist peers to help make their cases.
- **LIKING** -- Second, people are more willing to cooperate with those who are not only like them but who like them, as well. So it's worth the time to uncover real similarities and offer genuine praise.
- **RECIPROCITY** --Third, experiments confirm the intuitive truth that people tend to treat you the way you treat them. It's sound policy to do a favor before seeking one.
- **COMMITMENT AND CONSISTENCY** --Fourth, individuals are more likely to keep promises they make voluntarily and explicitly. The message for managers here is to get commitments in writing.
- **AUTHORITY** --Fifth, studies show that people really do defer to experts. So before they attempt to exert influence, executives should take pains to establish their own expertise and not assume that it's self-evident.
- **SCARCITY** -- Finally, people want more of a commodity when it's scarce; it follows, then, that exclusive information is more persuasive than widely available data.

[Robert B. Cialdini](#). *Harnessing the Science of Persuasion*, 2001

# ACTIONS TOWARDS OTHERS

Uncommunicative, Cool, Independent

Analytical

Driver

<p><b>Authority</b></p> <p>Your Effort--Support Principles &amp; Thinking</p>	<p><b>Commitment and Consistency</b></p> <p>Your Effort--Support Conclusions and Actions</p>
<p><b>Liking</b></p> <p>Your Effort--Support Feelings &amp; Relationships</p>	<p><b>Social Validation</b></p> <p>Your Effort--Support Dreams &amp; Intentions</p>

Cooperative  
Reciprocity

Competitive  
Scarcity

Amiable

Expressive

Communicative, Warm, Approachable

# CINEMEX: A CASE STUDY OF INTEGRATED LEADERSHIP IN THE C-SUITE

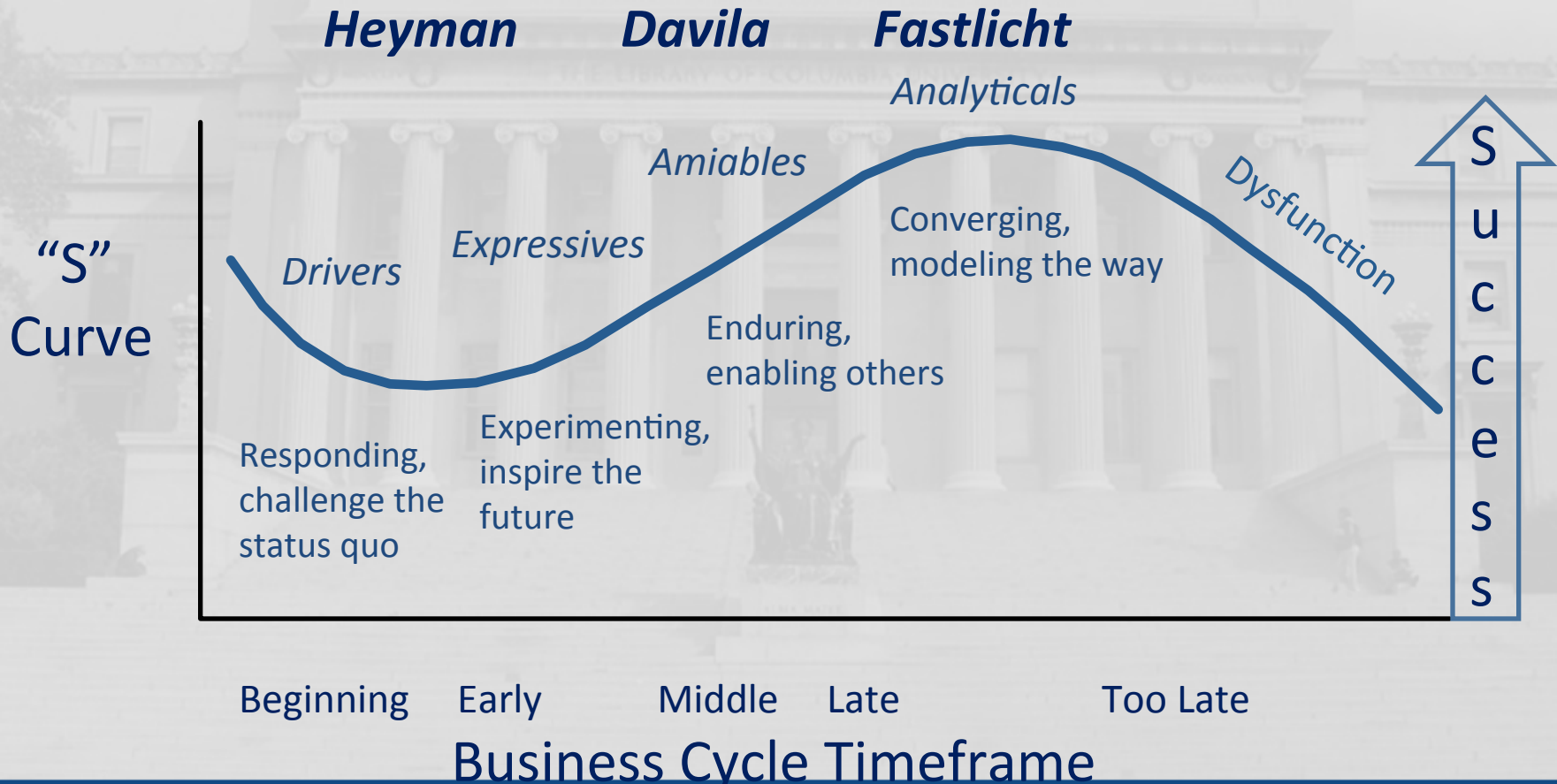
*A story told by Marcos Faslicht (Columbia Business School Executive Education program: Deloitte MX Clients and Markets)*

Cinemex is a cineplex company based in Mexico that has built a nationally branded cineplex chain. Cinemex started with a college business plan. Adolfo Fastlicht, Miguel Angel Dávila Guzmán and Matthew Heyman speculated that Mexico was ready for larger movie theaters. Adolfo Fastlicht and Miguel Angel Dávila decided that Mexico City offered a market for a high-end chain of theaters. In 1994, they secured \$21.5m in equity financing from JPMorgan Partners and a partnership of the Bluhm family of Chicago, CMex Investors and some Mexican former politicians. The deal is generally acknowledged to be the largest venture capital start-up in Mexican history. Onex Corporation and Oaktree Capital Management acquired Cinemex for \$300m and two years later sold it to The Carlyle Group, Bain Capital and Spectrum, investment funds corporations, each having a seat in Cinemex's board.



# Integrated Leadership Model

Heyman is the dealmaker and strategist. He attends film festivals, buys equipment, and negotiates with distributors. Davila presides over operations, and Fastlicht directs the real estate department.





# Brooklyn Boulders: Integrated Leaders

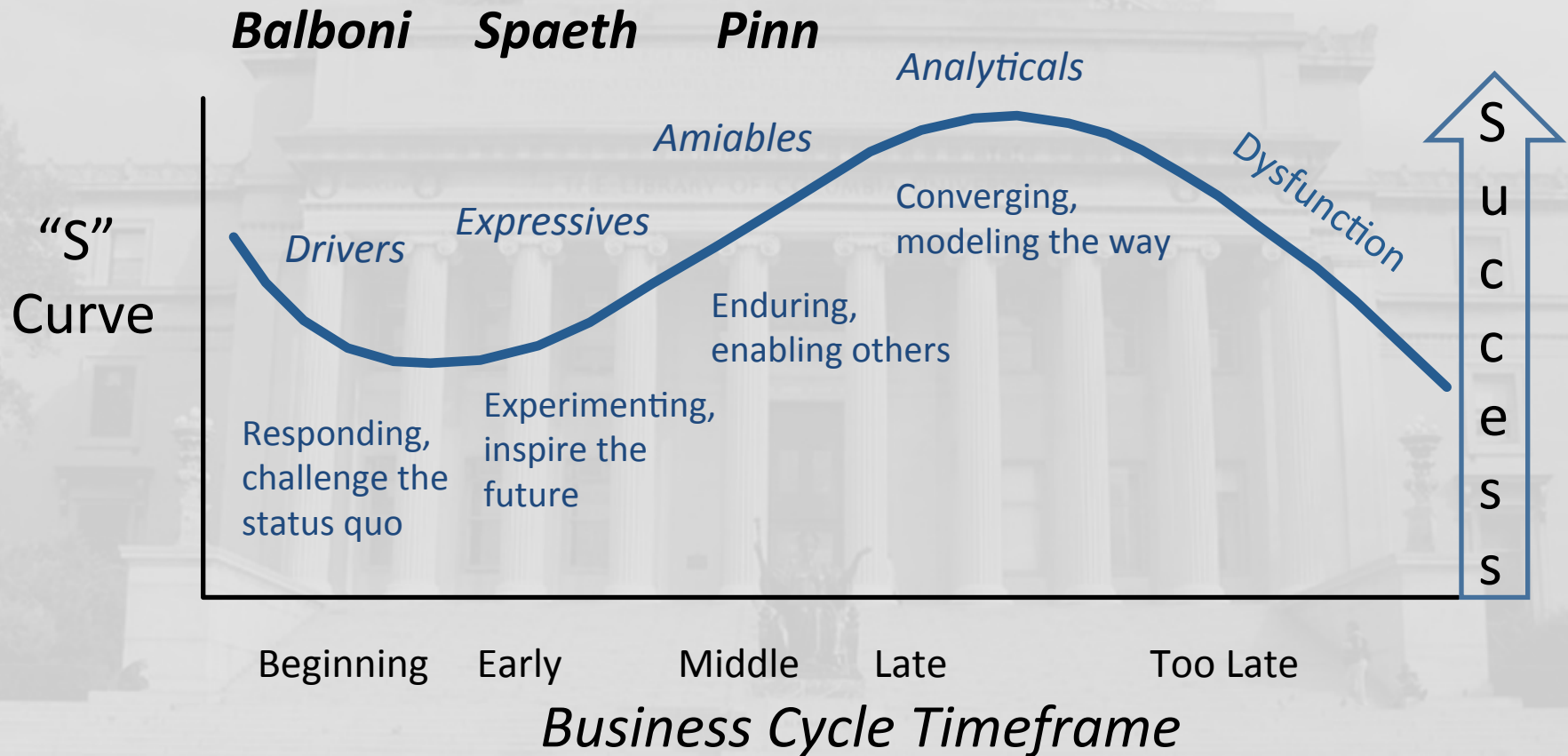
Boulders was founded by three New York climbers —  
Jeremy Balboni, Stephen Spaeth and Lance Pinn



[http://brooklynboulders.smugmug.com/Media/MSNBC-Your-Business-American/13141705\\_bzLgSS#li=953196171&k=PDZBwxk](http://brooklynboulders.smugmug.com/Media/MSNBC-Your-Business-American/13141705_bzLgSS#li=953196171&k=PDZBwxk)

# Integrated Leadership Model

Jeremy Babloni is the planner, Stephan Spaeth is the creator, Lance Pinn executes



© Klepper, 2010 (adapted\* from Hambrick & Fukutomi, 1991; Kouzes and Posner, 1987; Merrill and Reid, 1981)



**THANK YOU!**

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