



ARE YOU A LEADER OR A MANAGER?

TEST YOUR SKILLS AND LEARN NEW ONES!

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About Me



20 years high-tech executive leadership, Adjunct Professor, Start-up Advisor, Non-Profit Board of Directors, Education: Columbia University, Illinois State University, Illinois Benedictine University, AT&T GameKeepers, Gamer for Live!

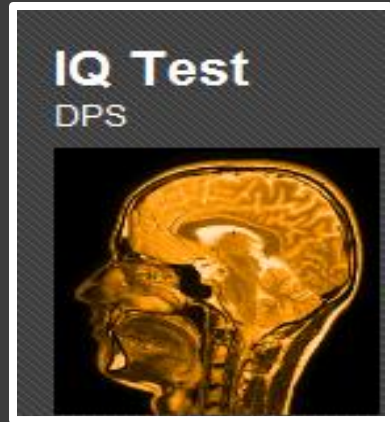
The Art of Doing by Edgar Dale

- We remember 10% of what we Hear
- We remember 25% of what we See
- We remember 75% of what we Do
- We remember 90% of what we Hear, See & Do!

So in this session, we will “Hear, See, & Do”



Leadership Debate



Are Leaders Born Or Made?



Leadership Debate



Leadership can be learned because skill alone does not make a leader, it requires knowledge, skill, and behavior to be an effective leader!

Start-ups typically don't believe in training (hire smart people, no budget, run fast), but according to a recent research study by ASTD, companies with regular employee training consistently outperform companies who do not train their people.

Leadership is a process, not an event.

Today we will cover various leadership models, but it is ultimately up to you to take these tools back to your workplace with a specific plan tailored to your company goals and continuously iterate.

Leadership Trends

◎ **S&P 500 CEOs: Rewarded for “Longevity” and “Loyalty”**

- avg. age = 55
- 1% < 40 years old
- 29% have advanced degrees
- ~30% have been at the same company their entire career

◎ **Silicon Valley Mantra - Don't trust anyone over 30**

- Gates founded MS at 20
- Zuckerberg founded Facebook at 20
- Google boys-25
- YouTube's Chad Hurley-28
- Jude & Immad founded Heyzap - 24
- Rewarded for “Creativity” and “Risk-Taking”

◎ **High-tech Start-Up CEOs:**

- avg. age software = 26; avg. age gaming = 12

- ◎ Over past 30 years virtually all NET NEW jobs created in the U.S. were created by start-ups (~60M new jobs) – U.S. economy is highly dependent on more start-ups and these start-ups need strong leaders!



Check out Android game Match-up People by MagmaMobile – select Entrepreneurs and see how many you know!

10 Ps To EAT Entrepreneurial Atttribute Tower

Entrepreneurial

“Person who organizes, operates, and assumes the risk for a business venture”

Atttribute

“Inherent qualities or characteristics”

Tower

“One that conspicuously embodies strength, firmness, and greatness”

Ask Yourself:

Are you the right person in the right company with the right qualities to produce greatness?

Personal Leadership Assessment

10 Ps to EAT

The background of the slide is a close-up, slightly out-of-focus image of several white marshmallows. The marshmallows are scattered across the frame, with some in sharp focus and others blurred, creating a soft, textured background.

The **Marshmallow Challenge**

Groups of four

Marshmallow Challenge Rules

- ✦ **Build the Tallest Freestanding Structure:** The winning team is the one that has the tallest structure measured from the table top surface to the top of the marshmallow. That means the structure cannot be suspended from a higher structure, like a chair, ceiling or chandelier.
- ✦ **The Entire Marshmallow Must be on Top:** The entire marshmallow needs to be on the top of the structure. Cutting or eating part of the marshmallow disqualifies the team.
- ✦ **Use as Much or as Little of the Kit:** The team can use as many or as few of the 20 spaghetti sticks, as much or as little of the string or tape. The team cannot use the paper bag as part of their structure.
- ✦ **Break up the Spaghetti, String or Tape:** Teams are free to break the spaghetti, cut up the tape and string to create new structures.
- ✦ **The Challenge Lasts 18 minutes:** Teams cannot hold on to the structure when the time runs out. Those touching or supporting the structure at the end of the exercise will be disqualified.

First 20% of Time - Orienting



0

Orient

18

Minutes

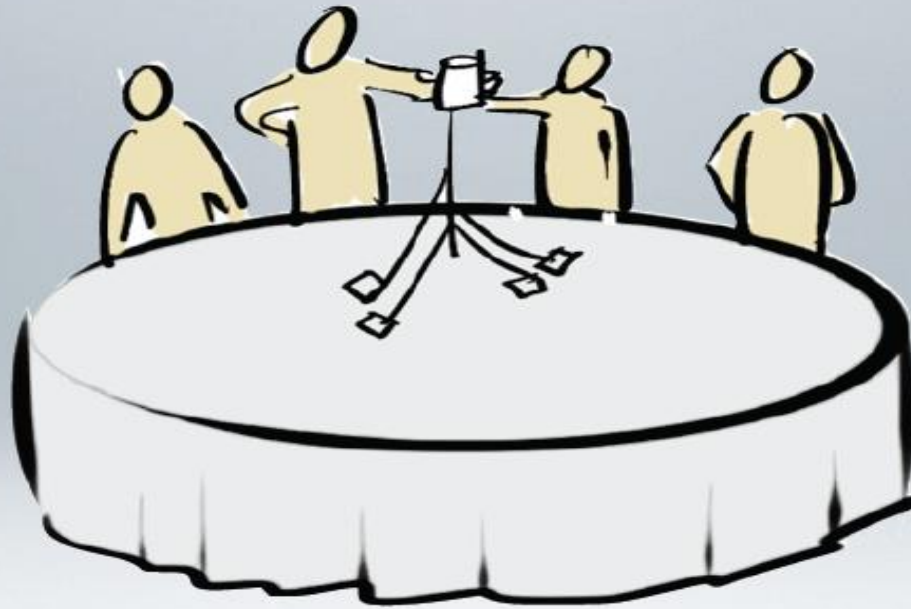
Next 20% of the Time - Planning



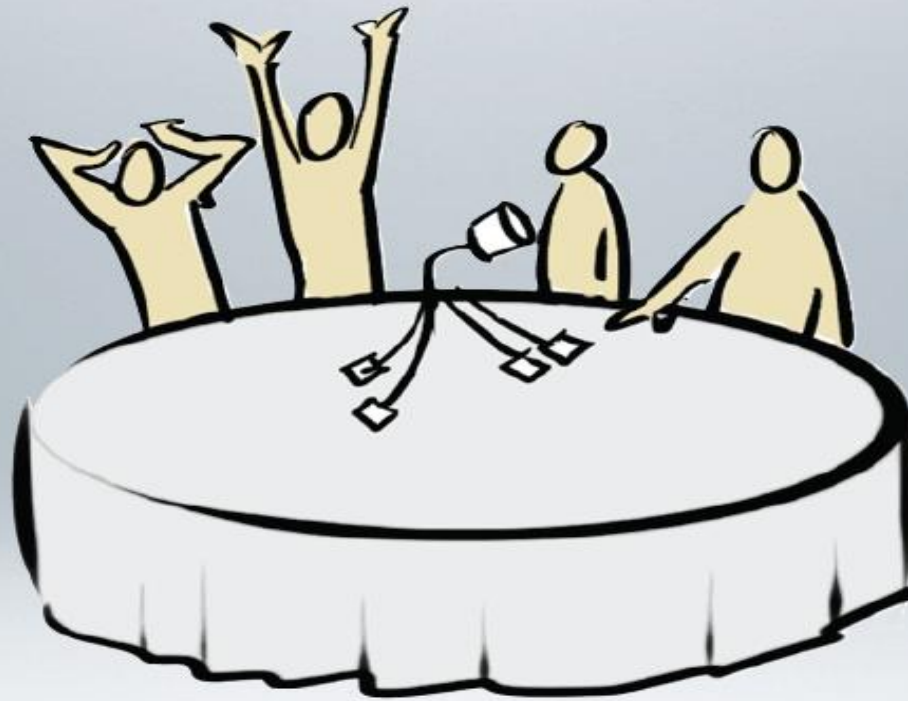
Next 50% of the Time - Building



Last 1 Minute – Ta-Da!



Post Build Typical – Oh-No!



Who Consistently **Performs Poorly?**

Recent Business School Graduates



Who Consistently
**Performs
Well?**

Recent Kindergarten School Graduates



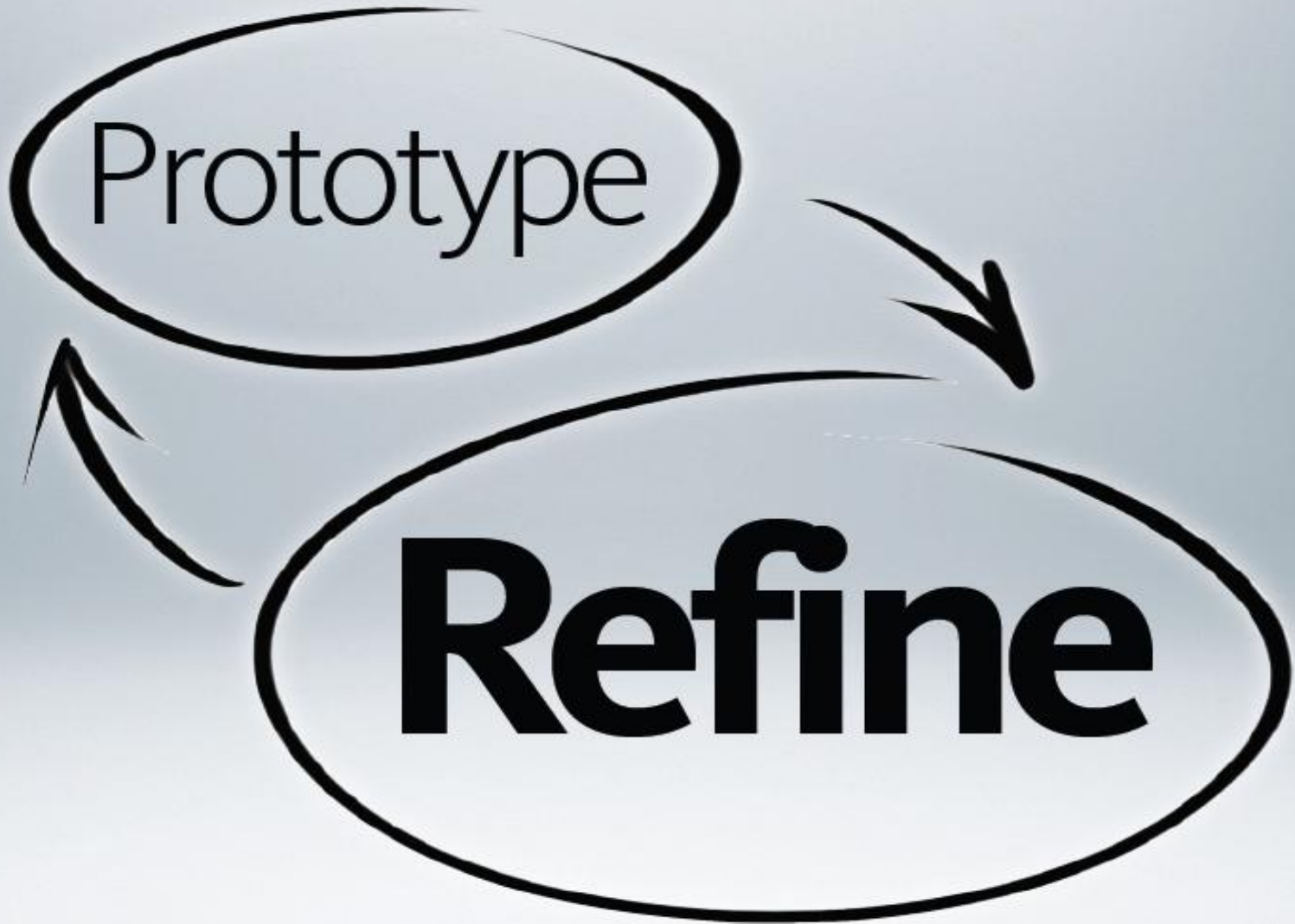


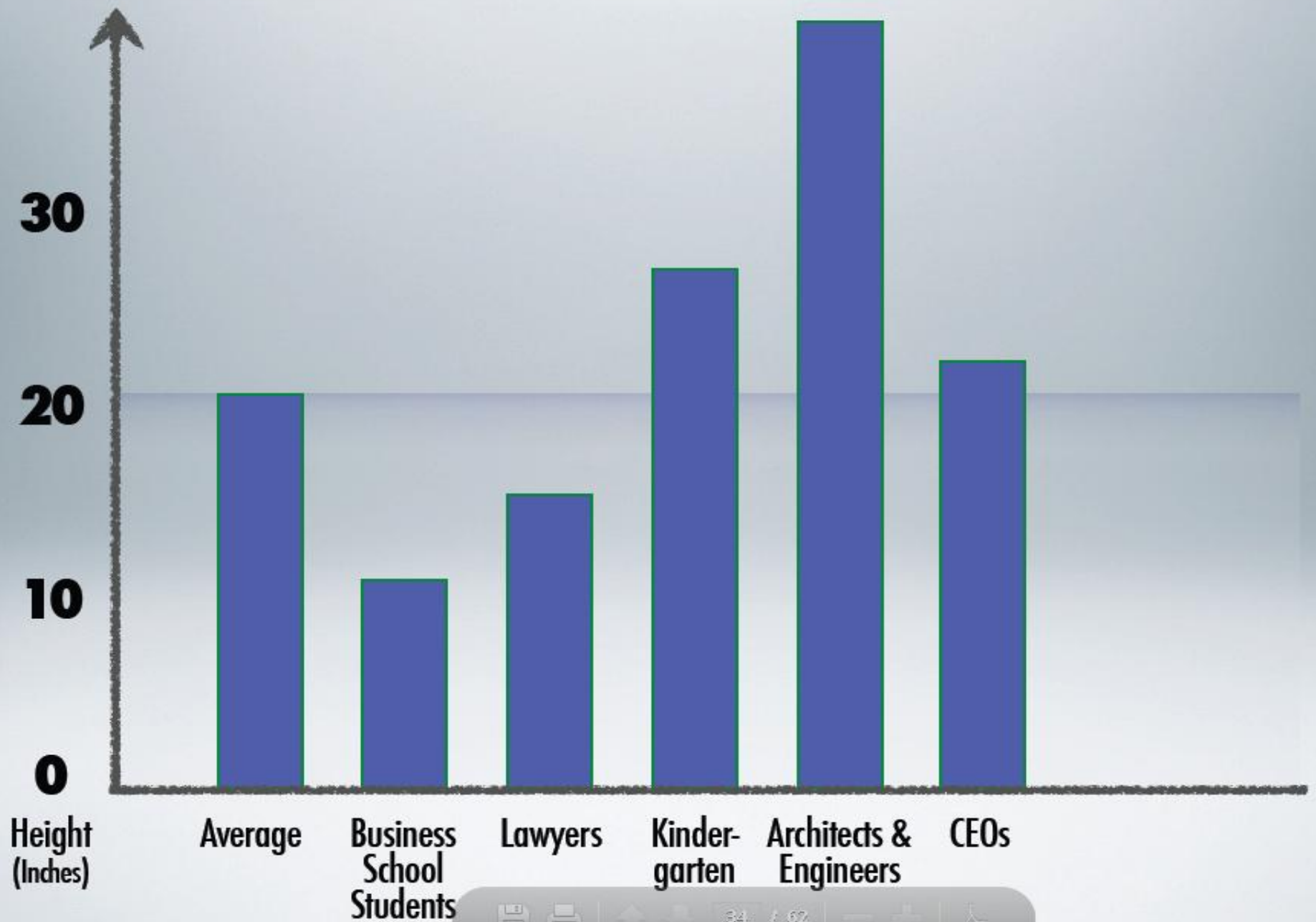
Business
Students



Kindergarten
Students





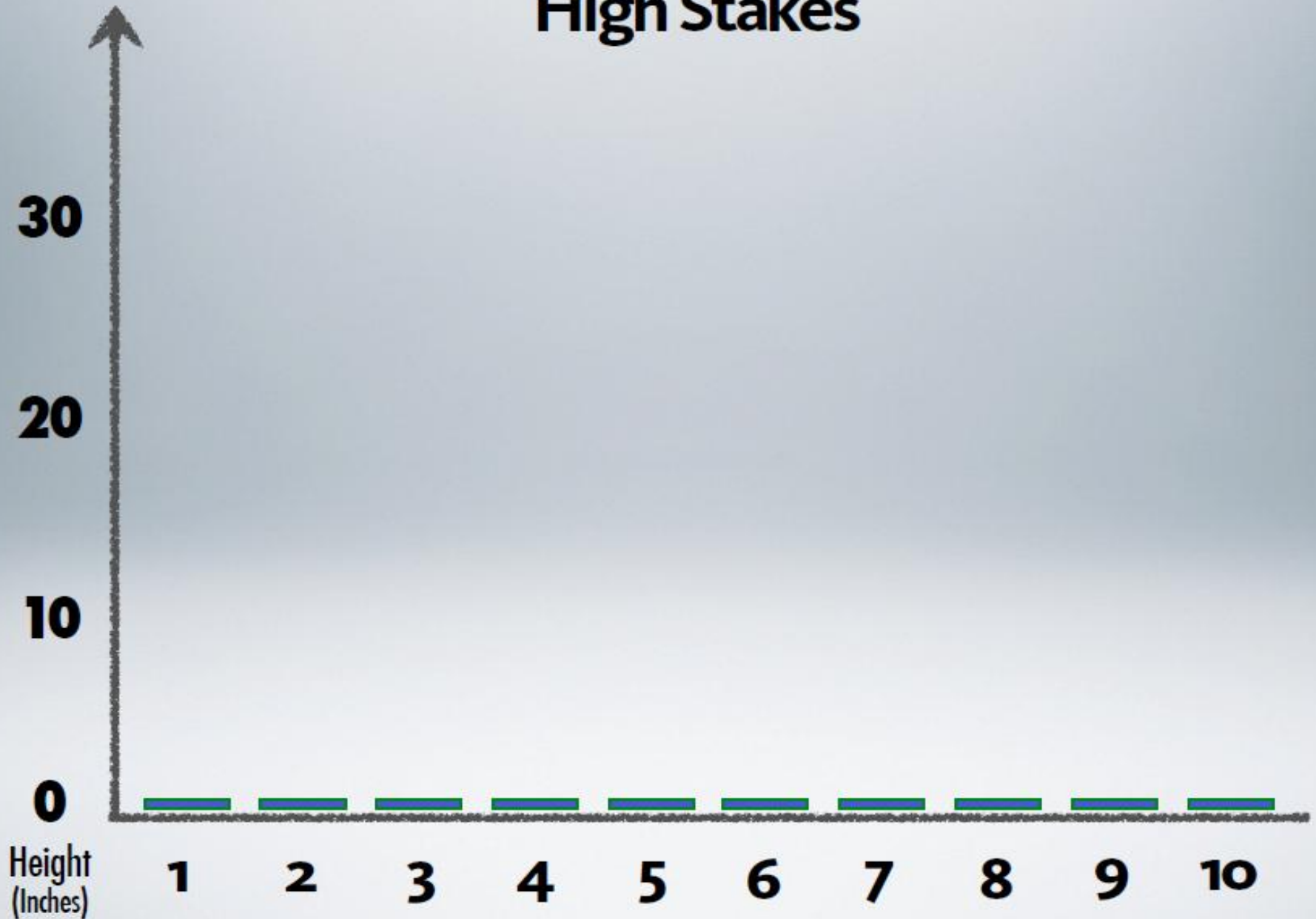




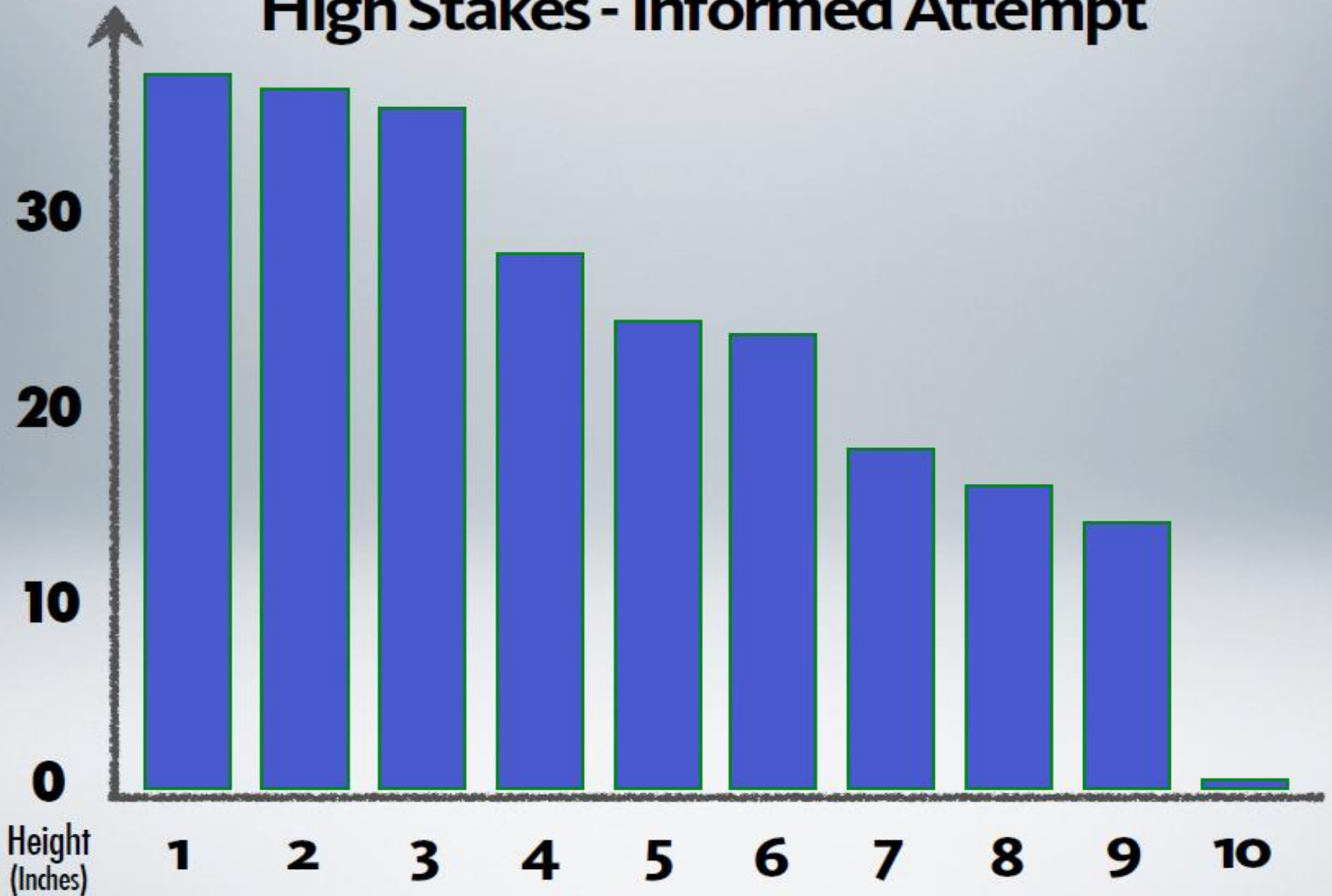
High Stakes



High Stakes



High Stakes - Informed Attempt

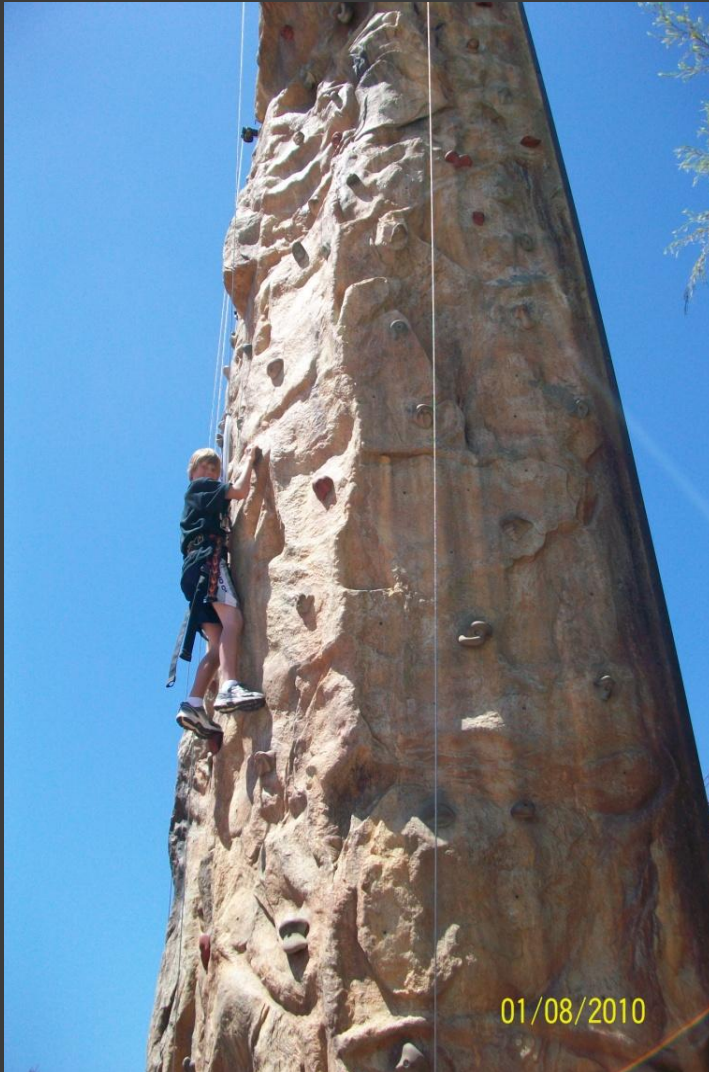


Incentives + Low Skills \neq Success

Incentives + Skills = High Success

Another Example: Incentives + Skills = Success

(my boys were informed they would get \$100 if they climbed to the top of the rock climbing wall)



Success for 2 Informed Boys



Group Leadership Assessment

- Break up into groups of 6 people each
- You are the Board of Directors of a Fortune 500 company
- You will be given a real business problem to address
- Your group will have 16 minutes to come up with 3 specific recommendations that you are asking your CEO to take immediate action on in order to address the business issue
- You will write down your 3 specific recommendations and you will need to select 1 person in your group to present these 3 recommendations to the larger group

Business Problem

1. You are the Board of Directors at K&K, a Fortune 500 public pharmaceutical company in the U.S.
2. Your company launched a new mass market migraine drug in Oct, 2011. This is your new flagship product for 2012. Your company is depending on this one product to meet your 2012 annual revenue goal. Your company is projecting this one drug will contribute \$4B (20%) to your 2012 annual revenue goal of \$20B.
3. If your company hits your 2012 annual revenue goal each Board member will personally benefit with \$1M in your pockets.
4. On March 4, 2012, a 20 year old died in California from your new product and it was all over the media because this is the 2nd person to die from your drug since it hit the market ~ 5 months ago.
5. Your job as a team is to identify 3 very specific recommendations of actions that you want your CEO to implement immediately to address this mass media crisis.

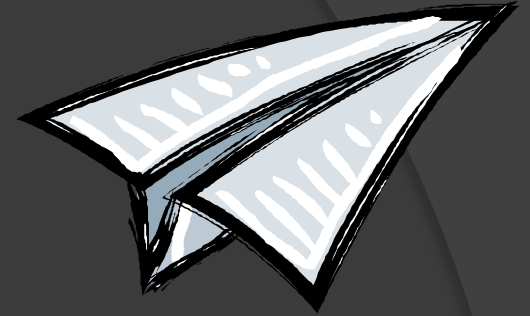
Group Leadership Assessment

- Write the names of the other 5 people in your group on each line below. (first and last initial)
- Next to each of the 5 leadership roles outlined below select 1 person that you believe fulfilled this role the best and put 2 in the box next to that role for “2” points
- Next to each of the 5 leadership roles below select 1 person that you believe fulfilled that specific role 2nd best and put a “1” in that box
- Write your name at the bottom (first and last) & put form in your group envelope

Leadership Roles	_____	_____	_____	_____	_____
Problem Solver					
Decision Maker					
Process Manager					
Motivator					
Risk Taker					

Name: _____

Test Flight



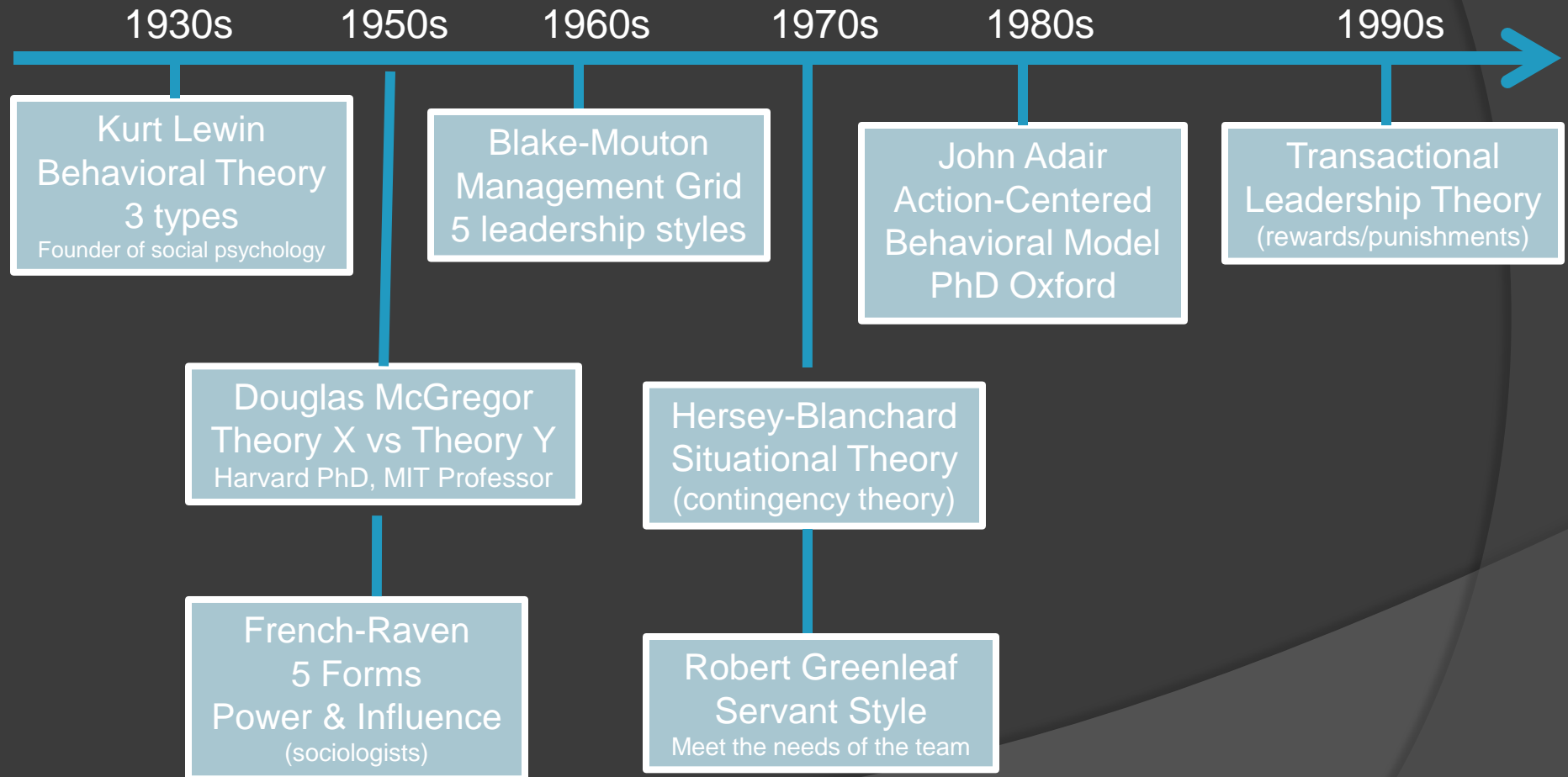
- Break into groups of 5
- Instructions: a) come up with a team name b) build 1 paper airplane using only the materials given to you. c) write your team name on the plane
- Each person on the team is given a piece of paper with their specific role in the group. You cannot tell your role to anyone else and you must act out the role the entire time of the game.
- The clock stops after 12 minutes and every team lines up to do a test flight. The plane that goes the farthest distance wins. The winning team will get 100 Grand.
- Discussion

<http://www.grindtv.com/outdoor/blog/32911/man+tosses+paper+airplane+a+record-setting+226+feet+10+inches/>

RESTAURANT STORY



Historical Leadership Theories



New Emerging Model - Transformational Leadership



- Effective leadership is not simply based on a set of attributes or behaviors, but you must have a wide range of abilities and approaches that you can draw upon and adapt/transform based on the people and the situation:
- Good leaders instinctively move between styles according to the people they lead and the work that needs to be done.
- Flatter org structures are emerging with fewer management titles ironically resulting in the need for more people to lead!

3 Pillars of Goal Setting

(successful companies realize it's more than just show me the money)



BVA (Business Value Added):

Specific goals tied to key business metrics including revenue, profit margins, expenses, downloads/users, DAU, MAU, ARPU, ARPPU, avg length of visit per user, total return users, # of followers

CVA (Customer Value Added):

Specific goals tied to customer metrics including # of client visits, # of new clients, retention, client events, joint press releases, new product features released, customer survey launched, forum questions answered

PVA (People Value Added):

Specific goals tied to your team and employee metrics including recruiting, training, attrition, team building events, company lunches, bonuses, awards, improvement ideas submitted

ALL GOALS MUST BE SMART

(SPECIFIC, MEASURABLE, ACTIONABLE, REALISTIC, TIME BOUND)

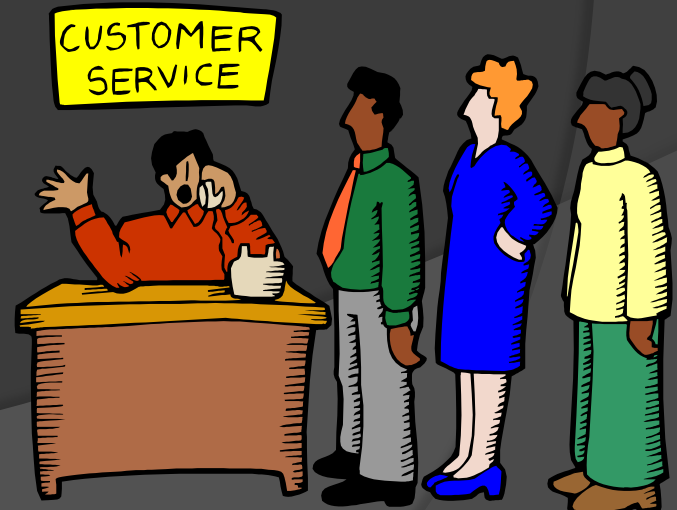
CVA (Customer Value Added)

Why Customers Leave?

- ◉ 1% Die
- ◉ 3% Move Away
- ◉ 5% Other Friendships
- ◉ 9% Competitive Reasons
- ◉ 14% Product Dissatisfaction
- ◉ 68% Customer feels indifferent towards sales person



Service Matters!



Customer Retention Grid

Value Added	At Risk	Loyal	Advocate
Expectations Met	Searching	At Risk	Loyal
Expectations Not Met	Gone	Searching	At Risk
<div> <div>↑</div> <div>Product/Process</div> <div>→</div> <div>People</div> </div>	Dissatisfied	Satisfied	Raving

Check out My Car Salon and Pretty Pet Salon on Android to see how many customers you can keep happy!



Customer Satisfaction Survey

Sales or Tech Support Attributes	Excellent	Good	Average	Poor
Accessible				
Keeps commitments				
Dependable				
Keeps me informed				
Handles concerns quickly				
Professional and friendly				
Understands my business				
Suggests ways to optimize/improve				
Understands the industry				
Knowledgeable about their product				
Overall satisfaction with sales or tech support				

PVA (People Value Added)

New Hire Worksheet so executive team knows what motivates employees and understands their personal goals to target and personalize reward programs for every employee to be motivated, successful and happy!

Long Term Career Goals: 2 years, 5 years, 10 years out

1. In 2 years, President at this company
2. In 5 years, CEO of a gaming start-up
3. In 10 years, retired and on the beach in Bali

Career Goals for this Year (outside of specific business goals):

1. Learn Ruby on Rails
2. Invited to be a Speaker at GDC
3. Take 50 top game developers to Vegas

Personal Goals for this Year:

1. Buy a new car
2. Take a vacation to Greece
3. Compete in 2 chess tournaments

Personal Interests:

1. Favorite Food
2. Favorite Activity/Sport
3. Favorite Game
4. Favorite Vacation Sport



SMART Monthly Objectives - March, 2012 (example)

Employee	Goal	Objective	Metric
Sandy Beach	BVA	Manage team expenses to meet budget	Total team expenses < \$10k
Sandy Beach	CVA	Contact 100+ gaming companies and sign up 40 to join network	40 new mobile gaming companies on network by end of March
Sandy Beach	PVA	Plan/host a company scavenger hunt	Hold event in March with 90% attendance
Sandy Beach	BVA/ CVA	Participate in 3 major industry events (GDC of course!)	Attend or speak at 3 major industry events in March and secure 100+ new business contacts
Sandy Beach	PVA	Create/run an internal sales training seminar	Hold a 2 hour sales session in April with 100% attendance
Sandy Beach	PVA	Hire and train a Forums Manager	Place ads, review resumes, interview, hire, train forums mgr
Sandy Beach	BVA	Sign up 20 new game companies with CPI user acquisition campaigns	Deliver \$500k in CPI revenue

10 Ps to EAT

10 Pavers to building your own successful Entrepreneurial Attribute Tower

Pillar – one who sets the foundation; main supporter

Principles – the collectivity of moral and ethical standards

People – A group hired to work together and customers you serve

Planning – a proactive course of action for achieving objectives

Prioritization – to arrange and act upon in order of relative importance to achieve objectives

Process – a series of predefined operational steps to complete a procedure

Productivity/Pace – the rate and capacity of output and results

Performance – the quality of results and action of accomplishment

Problem Solving – the thought process and actions of finding solutions to overcome issues

Prophetic – Inspirational Leader; A person who is doing good things and people want to follow

The Survival Game



- ◉ Handout of the Survival Game
- ◉ First answer the questions 1-12 by yourself.
- ◉ Form groups of 5 and as a group discuss and agree on the group's 1-12 items for survival.
- ◉ Let's see which individual(s) and group(s) survived by being closest to the expert's survival answers

Leadership Values

It is imperative that all leaders clearly explore, define & communicate the driving values behind their leadership behavior.

“_____ is the cornerstone in my approach to leadership”

Each person is given an index card. Write down your top 3 leadership values (suggestions below) that best describe your own personal leadership values. These are the top 3 values that are important to you as a leader and you will demonstrate them in everything you do.

Sample Leadership Values to chose from:

- | | |
|------------------|-----------------|
| ◉ Achievement | • Ambition |
| ◉ Adventure | • Integrity |
| ◉ Challenge | • Competent |
| ◉ Control | • Equality |
| ◉ Creativity | • Service |
| ◉ Fairness | • Accuracy |
| ◉ Freedom | • Dedication |
| ◉ Happiness | • Diversity |
| ◉ Hard Work | • Fun |
| ◉ Honesty | • Credibility |
| ◉ Harmony | • Innovative |
| ◉ Cooperation | • Excellence |
| ◉ Directness | • Empowerment |
| ◉ Flexibility | • Quality |
| ◉ Friendship | • Courageous |
| ◉ Ethics | • Wise |
| ◉ Loyalty | • Compassionate |
| ◉ Responsibility | • Generous |
| ◉ Security | • Optimistic |
| ◉ Trust | • Tenacious |
| ◉ Power | • Flexible |
| ◉ Risk-Taking | • Teamwork |
| | • Independence |
| | • Respect |

Top 10 Time Management Tips

1. Keep a daily log of how you spend your time (be honest)
2. Replace “I’m too busy” with “It’s not a priority”
3. Ask yourself at least 3 times a day “Is this the best use of my time”
4. Implement a 1-Touch system for all messages
5. Use an alarm clock and start setting it 1 hour earlier than you normally get up
6. Make a DAILY to-do list that is S-M-A-R-T
7. Set daily blocks of email time – avoid “always on” as you will waste time replying to non-priority messages during key productivity time
8. Set up an auto-responder stating “due to the large volume of mail your email may not be responded to but please know that it will be read and processed accordingly”
9. According to Gallup's Work and Education Survey, the average American worker spends 46 minutes a day commuting to and from work. That's 199 hours, almost 1 month out of every year wasted commuting!
Move – telecommute – multi-task – find new route to work or off-peak travel time
10. A recent survey found the average woman spends nearly a year of her life—287 days —figuring out what to wear. Simplify your wardrobe or take 15 minutes Sunday night planning what you will wear for the entire week. Men do not spend as much time deciding what to wear, but they do spend at least as long trying to figure out if there could possibly be a right answer to that question.

Characteristics of a Successful Leader

- Choose to lead
- Be the person others choose to follow
- Provide vision for the future
- Provide Inspiration
- Make other people feel important and appreciated
- Live your values. Behave ethically.
- Set the pace by example
- Set SMART goals
- Drive continuous improvement
- Provide opportunities for people to grow
- Act with passion and compassion



Leadership is Chess – not checkers
– check out and play Chess Free
by AI Factory on Android

Leadership Skill Tracker

Skill Assessment	Limited (1)	Basic (2)	Advanced (3)	Expert (4)
Accountability – own it!				
Collaboration				
Creative Problem Solving				
Focus on maximizing results and continuous improvement				
Agility				
Financial Analysis				
Project Execution				
Decision Making				
Industry & Customer Knowledge				
Visionary/Emerging Tech				

Each manager is reviewed semi-annually and a score of 30 or higher can help a team member get promoted, a bonus, more responsibility, etc.

Top 10 Mobile Leadership Games to Check-out

1. Chess Free (AI Factory)
2. Tap Safari (Pocket Gems)
3. My Car Salon (Animoca)
4. Match-up People (Magma Mobile)
5. Millionaire City (Digital Chocolate)
6. Empire Online (Lakoo)
7. Office Jerk (Fluik) – lesson in what not to do!
8. Aces Traffic Pack Free (Concrete Software)
9. Pocket Legends (Spacetime Studios)
10. World War (Storm8)



Leadership Assessment Results



Contact Julie Craft at 510-295-3935 or jcraft1998@yahoo.com
to discuss customizing the leadership assessment tools for your specific team