



Driving Leaders



Driving Leaders...To Improve Your Leadership and Business Performance

by Chris Cappy, David Giber, and Hurley Haywood

Driving Leaders is a business intervention to drive faster change via more disciplined, aligned, skilled, and focused leadership. It involves an extraordinary medium...high performance driving training...as a vehicle to accelerate business outcomes. While the activity is fun and engaging, this is serious work designed to strengthen the capabilities of executive leaders to build stronger, more capable teams, and deliver better results.

The work of **Driving Leaders** focuses on one central element: structured problem solving that aggressively drives better, faster results. Our destination is the intersection where business strategy, execution, and learning meet. At the heart of any high performing organization is the evolved capability to face significant challenges, to adapt, and to change. **Driving Leaders** provides a unique challenge that inspires and stretches people beyond their current limits. We connect this experience to proven processes that the participants use to accelerate change for themselves and their organizations.

How we learn and why we change is all about results.

Unless people are given an expectation or challenge to rise to, why bother changing a thing? Much has been written about “teachable moments”...creating or finding conditions which help a leader-learner to get out of his/her comfort zone, to enter into a “stretch zone” of real challenge with consequences. The carefully supervised race track experience avoids the “panic zone” in which fear trumps learning and innovation. Rather, it puts the leader-learner in an environment in which they see themselves and their current reality in a different way, in which new perceptions can be gained, old habits can be revisited for their effectiveness, and new tools and confidence to lead change is forged.

The results can be dramatic; breaking through a particularly challenging problem; a major shift in the alignment and collaboration of a work group; greater speed in execution, simplification of what seemed complex, and powerful demonstrations of the confidence to lead change. **Driving Leaders** is a chance to renew oneself, build relationships, and create a team with greater readiness to embrace change and drive competitive performance.

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Why fast cars, endurance racing disciplines, and hands-on track work?

For all the recent focus on innovation, there's an insight worth pondering: What is innovative often occurs from observing what has been in front of us all along, or seeing that which is common in a new way as if for the first time. Often, it is the simple pairing of two existing things to create an entirely new product or service.

Analogously, nearly everybody knows how to drive...the average US driver puts around 12-15,000 miles on his/her car per year. That's a lot of experience, from which many of us think of ourselves as being good drivers. What is remarkable is how little most people really understand about many fundamentals related to their driving experience... such as how their tires work, vehicle dynamics, braking, good driving position, driving in challenging conditions. Most of us, as drivers, treat our cars functionally...we know how to drive, we have habits formed, both good and bad, and we get where we need to go.

To drive faster with safety and skill, demands opening to change and to seeing things differently, challenging old habits, and to doing something one does routinely at an entirely different level. On the track, corrective feedback is immediate, and discipline, focus, consistency, continuous adaptation, and self-management become keys to improving performance. There is a message in this for all leaders: It is easy to form habits, to think you know what you are doing based upon limited perceptions and previous success. Unfortunately, given new conditions and challenges, *we often find that what got us to here, won't necessarily get us to the next place we need to be.* Taking everyday perceptions and skills to the next level; having leaders challenge themselves and others to stretch beyond perceived current boundaries is what produces organizations capable of successfully managing change.

Better, faster, sustainable performance is the goal.

Our clients have achieved significant value and ROI when tackling complex organizational challenges by linking a day of performance driving with work on hard business challenges. There is a noticeable "accelerating" impact on achieving results. For example, 28 members of a senior level (Fortune 20) operating team (both men and women) decided to experience **Driving Leaders**. Several of the participants viewed the event initially with skepticism, believing it to be a "car enthusiast" junket. In three days, they put in motion plans resolving two substantial (and for a long time quite stuck) strategic initiatives, and built a "code of conduct" which drove better alignment and

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communication across the top of the organization. Their progress as a team as well as their shared enjoyment of the experience surprised all the skeptics.

Why might you choose to bring **Driving Leaders** to your business?

- ✓ Improving leadership's perceptual, learning, and adaptive abilities
- ✓ Sharpening focus on leadership & team performance objectives
- ✓ Accelerating change on a significant business performance target
- ✓ Establishing parameters for sustainable competitive performance
- ✓ Understanding how to create cultural and behavioral changes
- ✓ Fostering continuous improvement and innovation
- ✓ Aligning executive teams to successfully drive significant initiatives
- ✓ Learning and applying a powerful tool set for accelerating business outcomes

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