



Business Leadership Group Discussion & Application Guide

Dr. Jim Harris, Our Unfair Advantage—Session 1 of 3

virtue: special moral quality of excellence, long-held, high-level principle of life, guiding compass

Jim Harris quotes Peter Drucker: “*You can forgive a person for bad decisions or poor execution, but you cannot forgive them for a lack of character.*” Share your thoughts on Drucker’s perspective on character. [Consider verses above & below to discuss with your group]

Dr. Jim Harris identifies 4 virtues required for positive impact as leaders: Character, Competence, and Courage & Commitment. Consider a leader you most admire and evaluate him/her on these virtues? [share with your group and compare notes]

Jim encourages you as a business leader to clearly pursue a **point of dominance** or a market segment that you want to own. Do you have clarity on your point of dominance? [share your thoughts with your group—you might want to review his scorecard on the next page before answering]

Select an idea or concept from today’s talk that would make the most impact or warrants immediate attention and answer the following questions:

1. Should I apply this concept or practice to my business or personal life?
2. Can I commit to a schedule to implement this application? [explain and discuss with the group, if necessary]

Comment:



Development Objectives:

Life, Leadership, Excellence, Kingdom

For as he thinks in his heart, so is he. Proverbs 23:7a NKJV



CONVICTIONS: *What do we stand for?*

1. _____ 2. _____ 3. _____ 4. _____ 5. _____
Verse: Verse: Verse: Verse: Verse:

PURPOSE: *Why do we exist?*

POINT OF DOMINANCE: *What market do we want to own?*

BRAND: *What is our core customer promise?*

SLOT ANALYSIS: *What are our...?*

Strengths

- 1.
- 2.
- 3.
- 4.

Limitations

- 1.
- 2.
- 3.
- 4.

Opportunities

- 1.
- 2.
- 3.
- 4.

Threats

- 1.
- 2.
- 3.
- 4.

STRATEGIC PRIORITIES 20__

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

ANNUAL CELEBRATION:

STRATEGIC PRIORITIES 20__

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

ANNUAL CELEBRATION:

STRATEGIC PRIORITIES 20__

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

ANNUAL CELEBRATION:

NUMBERS 20__

Financial • Operational • Spiritual

Category	Results by:

CORE SCORE:

NUMBERS 20__

Financial • Operational • Spiritual

Category	Results by:

CORE SCORE:

NUMBERS 20__

Financial • Operational • Spiritual

Category	Results by:

CORE SCORE:



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Dr. Jim Harris, Lead With Impact –Session 2 of 3

“Eagles love to be around companies that clearly say: This is what we expect of you. Here are the convictions which we live...Do that and you will have good people waiting in line to come to work for you.” Jim Harris

Jim defines branding as your *core customer promise*, then goes on to suggest that *Excellence in _____ [fill in the blank]* should define your brand. [In your personal reflection and group discussion consider the verses above & below]

Your brand promise carries no weight unless your company has both the *character and competence* to keep its promise. Can you think of a time when it also took courage to fulfill a promise to your customer? [discuss with your group]

The virtues *character, competence and courage* borne out over time require the virtue of *commitment*; the lack thereof leads to *inconsistency*. Jim promotes the notion that Corporate Character is a combination of all four. What do you think of his focus on building Corporate Character, vs. Corporate Culture? [Discuss with your group and consider committing to do so]

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Dr. Jim Harris, Lead With Impact—Session 3 of 3

In Jim’s first company example in this session, he describes a CEO who spends up to 90 minutes in the final stages of job hiring to make sure that the prospective employee has heard real world examples of how the company {and specific employees} live out the company values. What potential gain do you see in the CEO’s time investment? Have you ever done this yourself? [share your thoughts and experiences with your group]

In Jim’s second company example, all of the key managers are tasked with identifying behavioral examples where employees have successfully lived out the company values, then promoting those stories in company meetings with themes that rotate through the company values. The Ritz-Carlton does the same thing. Putting yourself in the employees shoes, what impression would that make on you? [discuss with your group]

In response to Jim’s question, the Ritz-Carlton employee in Key Biscayne said that he thought the reason that the company experienced a dip in customer service quality was directly connected with their temporary abandonment of *line-up, the front-line employee meetings where the company’s values were taught and reinforced*. Do you think the employee was correct in his assessment? [discuss with your group and consider doing so in your company, or encouraging others if you already do so]

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