

LEADING FORWARD:

Management Techniques from America's Highest Growth Companies

There are many leadership books. In fact, the top three on 800CEOREAD's best selling list for 2007 are about trust, how to be an authentic leader and how focus should be on empowering your people rather than a chain of command. All are necessary but not sufficient to achieve exponential growth. Even with great leadership, companies still fail. What is missing? A unique set of Management Techniques.

I am currently researching the elements of these management techniques for my next book entitled Leading Forward. I have found that the best leaders and teams managed beyond the quarter: they take actions today to lay the foundation for future growth. They apply a unique set of management techniques. I am interviewing CEO teams to identify the top 10 management techniques.

Recently I had the opportunity to interview the leadership pair from Endo Pharmaceuticals. Endo Pharmaceutical is a wonderful story of a management pair that created a new billion dollar company. Endo Pharmaceuticals will be exceeding a billion in revenue in 2008 as a leading supplier of new drugs and therapies for the treatment of pain. Over 20% of America suffers from acute pain. Almost everyone has a family member or knows someone who is affected by pain. Endo Pharmaceuticals improves the quality of life.

On its way to a billion, Endo was led by a really dynamic duo – Carol and Marianne. While Carol Ammon is the Ex Chairman and Ex CEO and Mariann MacDonald was the executive Vice-President of Operations, they were recently known as a real “Dynamic Duo”.

Here is one of the 10 management techniques for you to apply:

Balance Decisions with the Head and the Heart – Speak with One Voice

If you ask everyone on the outside, Carol is described as loving, huggy, gracious, very smart, funny, witty: a leader with heart. Mariann on the other hand is the driver, pragmatic, get it done attitude, the dirty work “guy”, and not so huggy.

Carol was a master at inspiring armies to follow Endo. On the other hand, Mariann had to take another kind of army on – just Mariann against the corporate army. Carol relates a story of Mariann at her best:

“We were negotiating with Merck and Dupont and Dupont/Merck to get our company started. There were

different agreements being negotiated simultaneously. You have to have credibility at the table but you are outnumbered. What do you do? Send Mariann. We went into a negotiation regarding manufacturing rights with 15 people on the other side from different groups. We had Mariann. When we had to negotiate a deal everyone said we had to send Mariann. She knew more about the points than anyone on the room. Our equity partners were bowled over by Mariann. At Mariann's retirement, our equity partners said I couldn't figure her out. She doesn't smoke, curse or drink. She is a perfect balance between Mother Theresa and Attila the Hun!"

The relationship between Carol and Mariann was different than what others saw from the outside. They shared their secrets, "When it came to making important decisions, Carol and I would balance one another. Carol would say I am being too hard and I would push back that Carol is being too soft. When we made a decision it was so much better because I would err on the tougher side, Carol would balance it with her heart. We would move to the middle: to be balanced with the head and the heart. We would debate 'What is the right decision? What is the right decision for everyone?' We were first and foremost friends. We would give each other a hug in the end and go out as team and speak with one voice. People knew that when we spoke, there was a balance between the head and the heart in every decision we made - for the business and the team. Every decision was always in line with our culture." Their favorite mantra was "Leave your ego at the Doorstep". And they did just that – they spoke with one voice.

Are you applying the management techniques of Inside – Outside Leadership?

Please refer to the "Blueprint to a Billion" for a discussion on Inside - Outside Leadership or visit www.blueprinttoabillion.com.



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