



# Lesson 36

Know your organization from the drains up



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# Know your organization from the drains up

Allan Leighton is an English businessman,

- former CEO of Asda
- former non-executive Chairman of the Royal Mail.
- currently the CEO of the Danish jewellery company Pandora.

Born: April 12, 1953 , Hereford, United Kingdom

Education: Harvard University



# Know your organization from the drains up

“Everybody that joins Dyson on the first day builds a vacuum cleaner, because then they know they’re in the vacuum-cleaning business, and if you’re in the vacuum cleaning business, you’d better understand how one works”



James Dyson



Allan Leighton

# Know your organization from the drains up

The great leaders really know it and all aspects ,in fact they become quite obsessed with all aspects of their organization.

"..Many leader lead an organization without knowing it from the drains up."

.."if the blind lead the blind,both shall fall into the ditch."

**How can you know the business from the drains up ?**  
**..three key techniques ...**

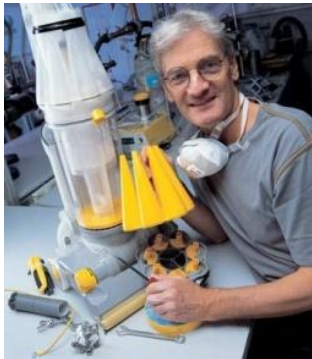


# Empirical Lessons-Sweet it out on the front line..

...the first thing they did was to follow the journey of product or service from conception to consumption.



...through those experiences on the front line, rather than through hearsay at the company headquarters.



# Know your differentiators and USPs clearly

- We're living in a competitive world.
- knowing your organization from the drains up is clear understanding of what makes your organization different from your competitors.
- ..to snatch everybody else's business.
- ..you must know the reason why a customer would want to buy your product/service instead of what's being offered by the company around the corner.

# Know your differentiators and USPs clearly

"..you don't want to be copying anybody else. You have to be unique, you have to have something that sets you apart from your competition."

Jacqueline Gold

- English businesswoman who is Chief Executive of the Gold Group International companies Ann Summers and Knickerbox.
- the 16th richest woman in Britain.
- Born: July 16, 1960 (age 54), Bromley, United Kingdom



# Get data, get information and walk around

"..to find out what's really going on in their organization is to insist on seeing unfulfilled or inbound complaints from customer."

"..leaders also need radars."

- network of people,(email to)
- inbound opinion
- information



"..being the CEO can be a pretty lonely job."

- the guy at the top
- tell people things they don't want to hear.
- spend time in all department.
- pick up a name at random from the company telephone

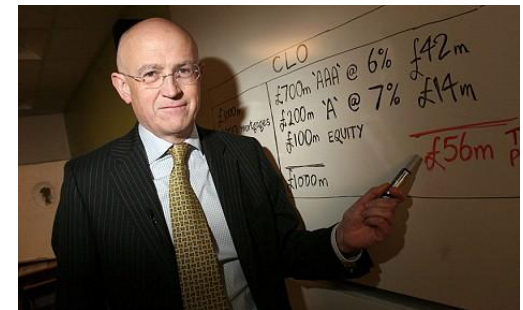


# Be fluent in finance , or at least know the numbers

"..Number-anybody that doesn't follow the numbers in the business They're in always fails"

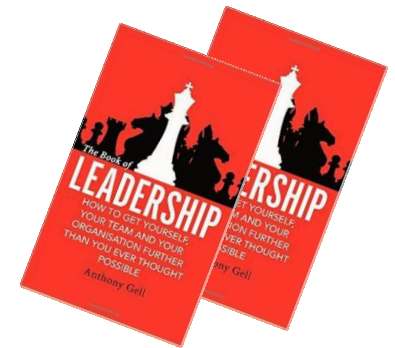
Jon Moulton

- British venture capitalist.
- founder and managing partner of the private equity firm Better Capital,
- former managing partner of the private equity firm Alchemy Partners.
- Born: October 15, 1950 (age 64), Stoke-on-Trent, United Kingdom
- Education: Lancaster University



# The idea in brief:

- Great leaders know all aspects of their organization and the proposition
- As a leader it's very powerful to go back to basics and do the thing that your organization does,if that's sending the post,send the post!
- Hang out at the coal face of customer and front line interaction
- Get data coming in to you from your team organization.





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