Driving Business Excellence Through Effective Leadership Strategies

"Achieving Organizational Success in Today's Competitive Landscape"

TRYFACTA

Disrupting the New Normal

Purpose

- In today's rapidly changing business environment, effective leadership strategies are more critical than ever to drive business excellence and achieve organizational success.

- This presentation will explore data-driven insights and best practices to help procurement professionals lead their teams to:
  - Success,
  - Optimized procurement operations and
  - Improved strategic value for their organizations.

- Join us to learn how to develop and implement effective leadership strategies that enhance collaboration, increase efficiency, and drive business results.

Topics We'll Discuss & Their Benefits

1. Developing Emotional Intelligence

2. Building Effective Teams

3. Strategic Decision Making

4. Leading Change

5. Coaching and Mentoring

6. Managing Conflict

Presenter

Adesh Tyagi
President
Tryfacta, Inc.

TRYFACTA

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1. Developing Emotional Intelligence

"Mastering Emotions for Better Communication"

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"*Mastering Emotions for Better Communication*"

- **Definition**: The ability to recognize, understand, and manage one's own emotions, as well as the emotions of others.

- **Importance**:
  - Improved communication and interpersonal relationships
  - Increased empathy and understanding
  - Better conflict resolution skills
  - Higher job satisfaction and performance.
- 52% of organizations hire senior management based on emotional intelligence skills (2019 survey).
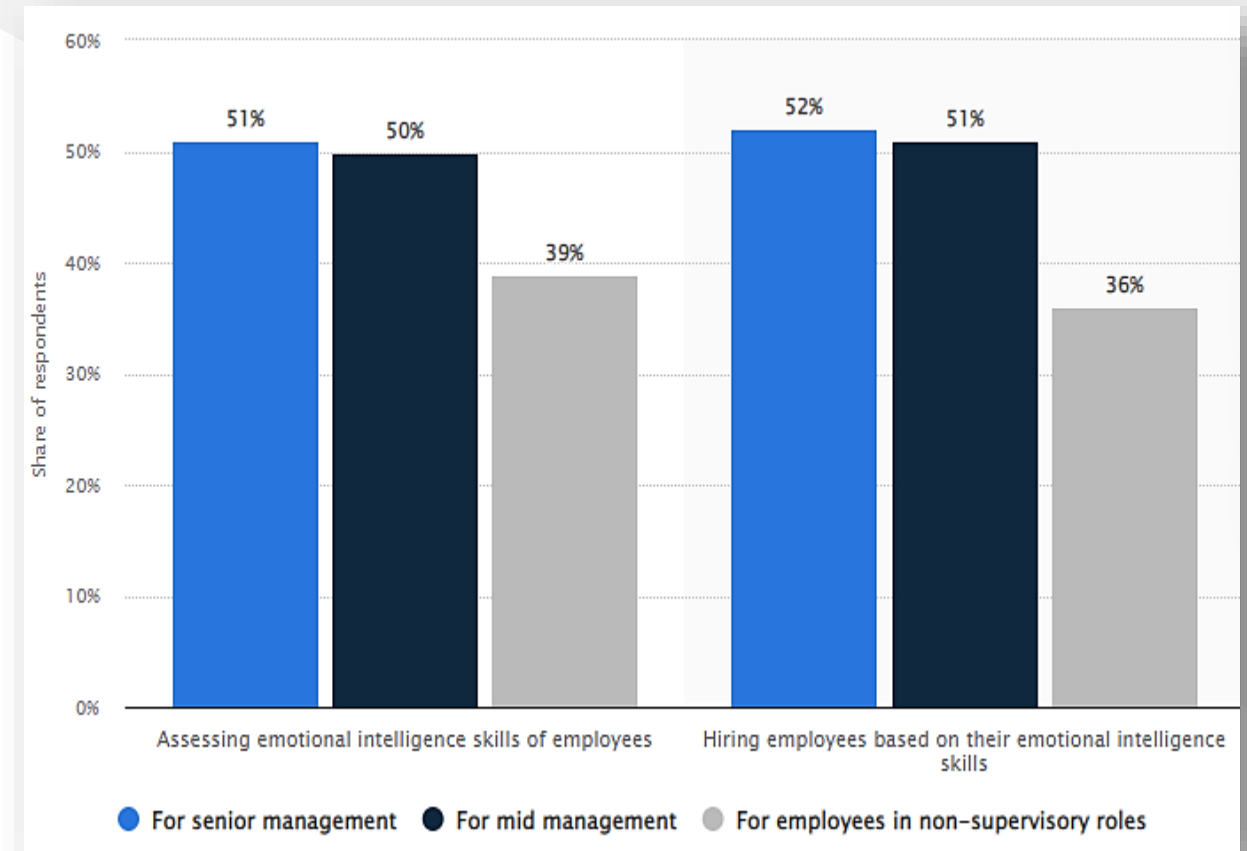
Case Study: Google's Project Oxygen

- Emotional intelligence, or EQ, is a crucial skill for individuals and organizations in today's fast-paced business environment.

- Organizations with emotionally intelligent leaders have been shown to have:
  - More engaged and productive employees,
  - Higher customer satisfaction and
  - Better financial performance.

- A prime example is Google's Project Oxygen. It found that the most important trait of a successful manager was emotional intelligence.

- Managers who were emotionally intelligent created:
  - A better work environment,
  - Developed more effective teams and
  - Had higher employee retention rates.

Case Study (Cont.)

Google's study showed that high EQ managers got more favorable feedback from employees in the following key categories, compared to those with a lower score:

- Ability to deliver constructive feedback
- Ability to deliver actionable feedback
- No micromanagement
- Regular information sharing
- Better situational awareness
- Regular 1:1 meetings
- Higher degree of trust in technical areas
- Higher focus on career advancement, and more.

ITEM % FAVORABLE	VS PRIOR FAV		VS GLOBAL TEAM FAV	NUMBER OF RESPONSES
	Q3-2011	Q1-2012		
1. My manager delivers difficult feedback constructively. — 100	+8	—	+23	7
2. My manager gives me actionable feedback that helps me improve my performance. — 100	+23	0	+25	8
19. My manager does not micromanage (get involved in details that should be handled at other levels). — 88 / 12	+3	-12	+6	8
20. My manager regularly shares relevant information from his/her manager and senior leadership. — 88 / 12	+11	+8	+5	8
21. My manager helps me understand how my work impacts the organization. — 88 / 12	+3	—	+14	8
22. My manager has regular 1:1s. — 88 / 12	+42	—	+3	8
23. My manager has the technical expertise required to effectively manage me. — 86 / 14	—	+46	+8	7
24. My manager talks about all aspects of career development—not just promotions. — 71 / 15 / 14	+7	—	+2	7
25. My manager has had a meaningful discussion with me about my career development in the past six months. — 71 / 15 / 14	—	+31	-2	7

Steps For Better Emotional Intelligence

Developing emotional intelligence requires:

- Increasing self-awareness by reflecting on your emotions, values, and beliefs
- Practicing mindfulness and meditation to enhance focus and reduce stress
- Developing empathy by actively listening and seeking to understand others' perspectives
- Practicing effective communication, including nonverbal cues, active listening, and clear expression of thoughts and feelings
- Developing conflict resolution skills to manage emotions in difficult situations

1. Self-awareness
If you're self-aware, you always know how you feel, and you know how your emotions and your actions can affect the people around you. Being self-aware also means having a clear picture of your strengths and weaknesses.

2. Self-regulation
Leaders who regulate themselves effectively rarely verbally attack others, make rushed or emotional decisions, stereotype people, or compromise their values. Self-regulation is all about staying in control. This element also covers a leader's flexibility and commitment to personal accountability.

3. Motivation
Self-motivated leaders work consistently toward their goals, and they have extremely high standards for the quality of their work.

4. Empathy
For leaders, having empathy is critical to managing a successful team or organization. Leaders with empathy have the ability to put themselves in someone else's situation. They help develop the people on their team, challenge others who are acting unfairly, give constructive feedback, and listen to those who need it.

5. Social Skills
Leaders who do well in the social skills element of emotional intelligence are great communicators. They're just as open to hearing bad news as good news, and they're experts at getting their team to support them.

Achieving Higher Emotional Intelligence (Cont.)

| Improve Self Awareness | Implement Self Regulation | Enhance Self-Motivation | Introduce Empathy | Practice Social Skills |

Lack Of Emotional Intelligence

Lack of emotional intelligence can lead to several negative outcomes, including:

- **Difficulty in managing stress and emotions**, leading to burnout and decreased productivity
- **Poor interpersonal relationships**, including conflict with coworkers and difficulty in building effective teams
- **Difficulty in managing change** and adapting to new situations
- **Inability to handle difficult conversations** or provide constructive feedback to others
- **Lack of self-awareness**, leading to blind spots and limited personal growth

Tools & Resources To Develop EQ...

- Books and courses on emotional intelligence, such as Daniel Goleman's "*Emotional Intelligence: Why It Can Matter More Than IQ*" and the Emotional Intelligence Academy.

- Assessment tools, such as the *Emotional Intelligence Appraisal* or the *Mayer-Salovey-Caruso Emotional Intelligence Test.*

- Coaching and mentoring to provide feedback and support in developing emotional intelligence skills.

- Mindfulness and meditation apps, such as *Headspace* and *Calm*, to enhance focus and reduce stress.

- Practice and reflection to build emotional intelligence skills in real-life situations.

Relationship Between EQ & Business

There is a direct relationship between emotional intelligence (EQ) and improved leadership and business excellence.

- **Better Communication**: Leaders with high EQ have excellent communication skills with team members, clients, and stakeholders, resulting in better relationships, increased trust, and better risk management.

- **Improved Decision-Making**: High EQ means you can make better decisions as you can weigh emotions along with facts and data.

- **Increased Empathy**: You will have a greater capacity for empathy, which allows you to understand and connect with every cog in the machine. This leads to stronger relationships, increased engagement, and better collaboration.

Relationship Between EQ & Business (Cont.)

There is a direct relationship between emotional intelligence (EQ) and improved leadership and business excellence.

- **Better Conflict Management**: You can manage conflicts better and remain calm in difficult situations. You can identify the root cause of conflicts, and work towards a mutually beneficial solution.

- **Improved Employee Retention**: You will be able to create a positive work environment where employees feel valued, supported, and respected. This leads to higher levels of job satisfaction, increased employee engagement, and better retention rates.

- **Enhanced Creativity & Innovation**: You will be an inspiration for all. You can motivate team members to think creatively and come up with innovative ideas. This leads to improved problem-solving, greater productivity, and better business outcomes.

2. Building Effective Teams

"Creating Strategies for Collaborative Success"

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Team Building: Definition & Importance

- **Definition**: The process of developing a group of individuals into a cohesive and high-performing team that can work collaboratively towards achieving a common goal.

- **Importance**:
  - Enhances collaboration & problem-solving.
  - Boosts morale & job satisfaction.
  - Improves retention & reduces turnover.
  - Facilitates knowledge sharing & learning.
  - Promotes diversity & inclusion.
  - Builds a positive team culture.
  - Encourages individual and team development.
  - Enhances decision-making and risk management.
  - Improves customer service and client satisfaction.

- USA stands at the top in terms of countries that value team building, exceeding all others by an extensive margin.

Working Together While Working Apart

Countries with the highest estimated collaboration software revenues in 2022*

Country	Revenue	Annual change
United States	$6,982m	+5.5%
Germany	$764m	+6.0%
United Kingdom	$736m	+6.5%
Japan	$720m	+4.7%
China	$612m	+11.9%
France	$428m	+6.5%
Canada	$408m	+7.7%
Australia	$242m	+4.3%

Case Study: Google, Southwest, Zappos

Team building is critical for any organization's success. Here are some real-life examples of how team building has helped companies to achieve their goals:

Google: Google is known for its innovative and collaborative culture, and this is largely due to the emphasis they place on team building.

- The company invests heavily in team-building activities, such as team offsites and group challenges, to foster collaboration and build strong relationships among employees.
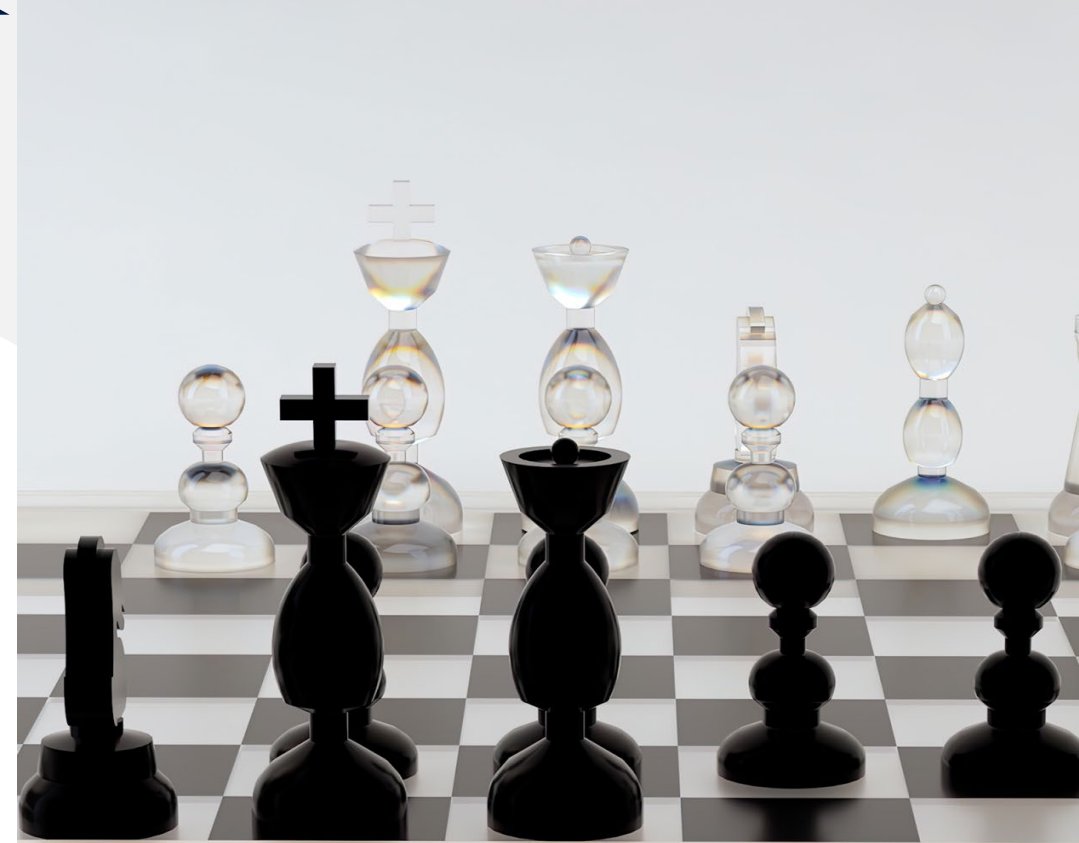
Case Study: Google, Southwest, Zappos

Southwest Airlines: Southwest Airlines is consistently ranked as one of the best places to work, in large part due to their commitment to team building.

- The company's "FUN Committee" organizes regular events and activities to promote team building and boost morale.

Zappos: Zappos is known for its exceptional customer service, and this is largely due to the strong teamwork and collaboration among its employees.

- The company places a strong emphasis on team building, with regular events and activities designed to build trust, improve communication, and foster a positive team culture.

Case Study – Google

Key dynamics that Google employs for team building include:

- Psychological Safety
- Dependability
- Structure & Clarity
- Meaning, and
- Impact

What Makes a **Google** Team Effective?

The 5 key dynamics that set successful teams apart according to research.

1 PSYCHOLOGICAL SAFETY
Team members feel safe to take risks and be vulnerable in front of each other.

2 DEPENDABILITY
Team members get things done on time and meet Google's high bar for excellence.

3 STRUCTURE & CLARITY
Team members have clear roles, plans, and goals.

4 MEANING
Work is personally important to team members.

5 IMPACT
Team members think their work matters and creates change.

Research by: **Google**
Illustrated by: **Larry Kim (@larrykim)**

Steps For Better Team Building

The Tuckman Model is a popular framework for team building, consisting of five stages:

- **Forming**: Here, team members are getting to know each other and starting to establish their roles. As a leader, you must set clear expectations, ground rules, and encouraging communication.

- **Storming**: At this stage, conflicts and differences may arise. You must resolve these conflicts and promote open communication by encouraging everyone to find common ground.

- **Norming**: During this stage, the team starts to establish a sense of unity and cohesion. You must can promote this process by recognizing members' contributions, encouraging collaboration, and fostering a positive team culture.

- **Performing**: Finally, now the team will work effectively towards its goals. As a leader, you must support this process by providing the resources and support needed, celebrating successes, and promoting ongoing learning and development.

- **Adjourning**: Here, the team ultimately disbands AFTER performing its function. As a leader, you can facilitate this process by providing closure, and encouraging ongoing relationships and connections.

Tuckman Model

Forming Storming Norming Performing Adjourning
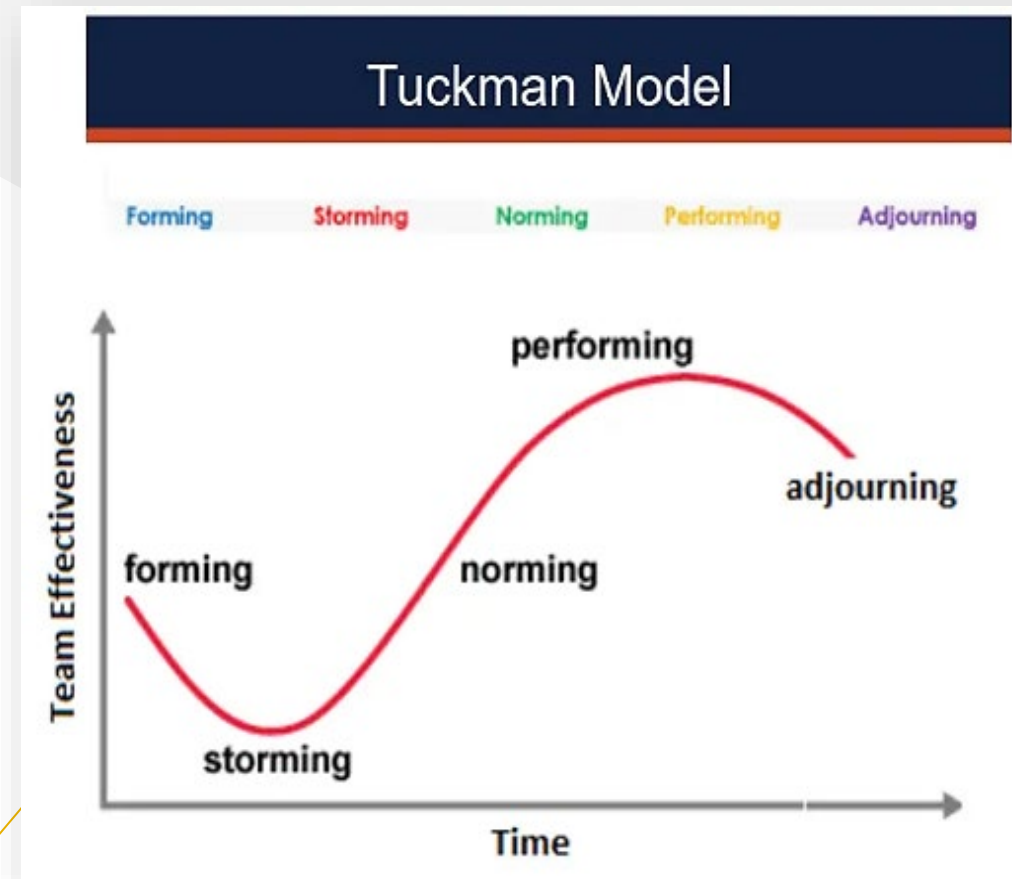
Implications Of A Poorly Built Team

A poorly built team can directly lead to conflict, which in turn leads to:

- Poor productivity and efficiency.
- High levels of conflict and tension.
- Low morale and motivation.
- High levels of absenteeism and turnover.
- Poor customer service and client satisfaction.
- Reduced innovation and creativity.
- Limited growth and development opportunities.
- Increased risk and decreased accountability.
- Siloed and isolated working practices.
- Limited knowledge sharing and collaboration.

Best Team Building Models To Adopt
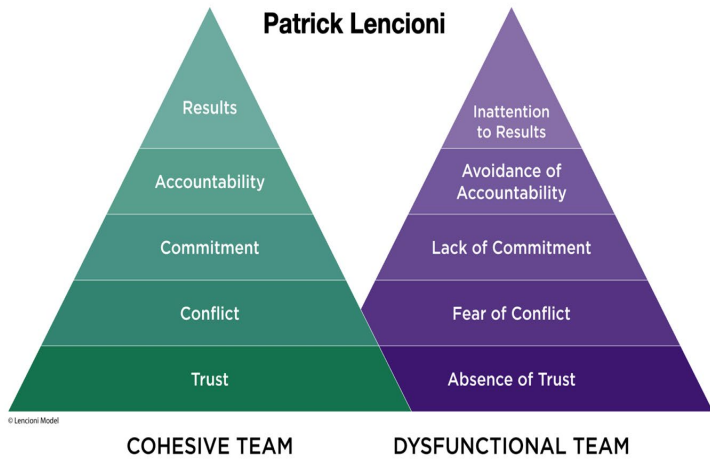

The Tuckman Model.
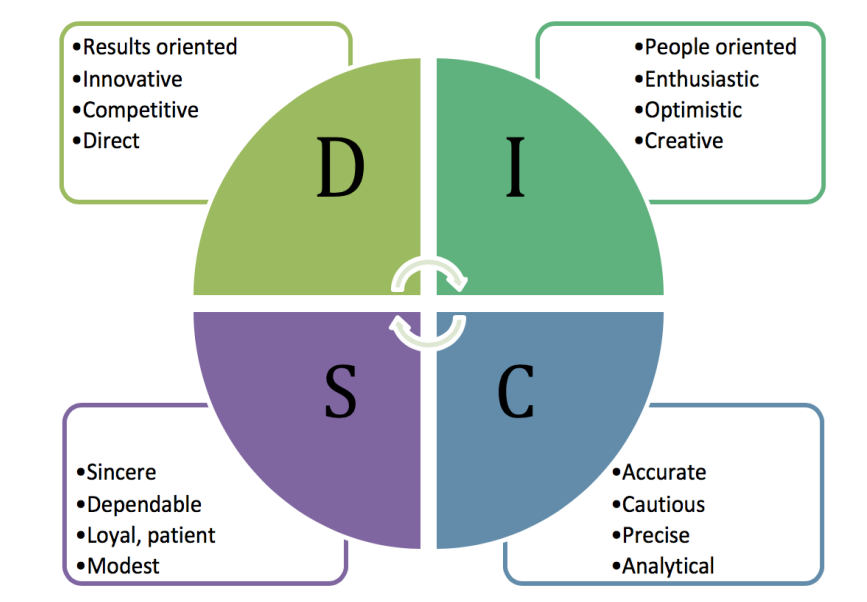
The DISC Model

The Belbin Team Role Model

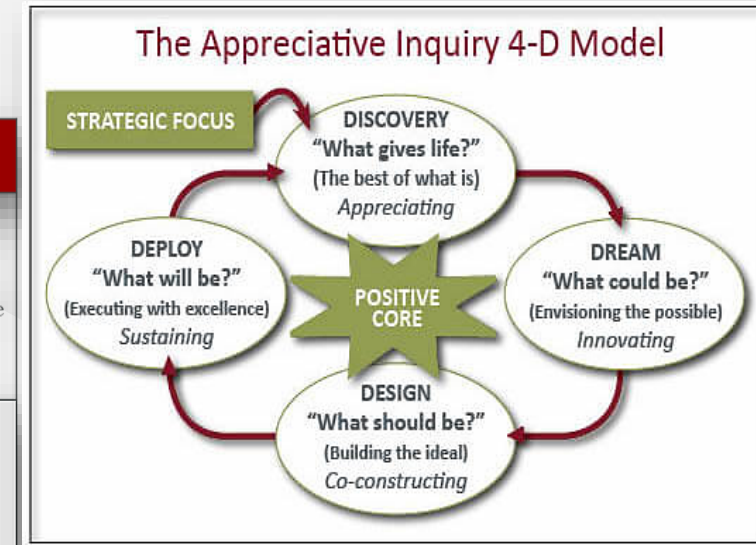# Best Team Building Models To Adopt (Cont.)

The Lencioni Model

The StrengthsFinder Model

The Appreciative Inquiry Model

Best Team Building Models To Adopt (Cont.)

White Hat — Data, facts, information known or needed

Red Hat — Feelings, hunches, instinct and intuition

Black Hat — Difficulties, potential problems, why something may not work

Yellow Hat — Values and benefits, why something may work

Blue Hat — Manage process, next steps, action plans

Green Hat — Creativity, solutions, alternatives, new ideas

The Six Thinking Hats Model

Example of Lean Six Sigma structure

Programme manager

Project managers / Workstream leaders

Project team members

Innovation leads
Internal trainers
Coaches
Some top managers
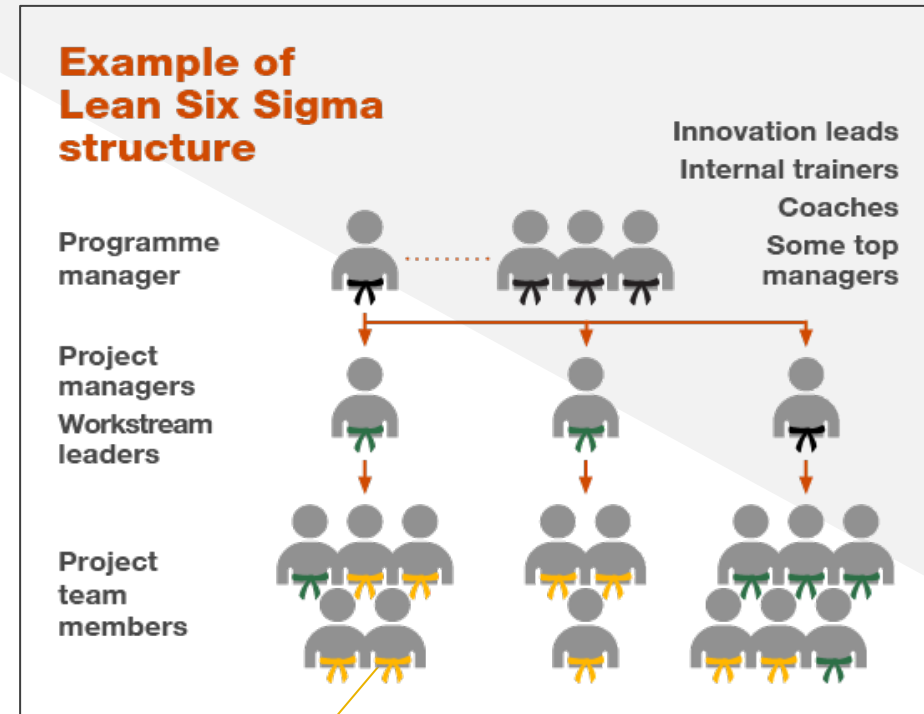
The Lean Six Sigma Model

3. Strategic Decision Making

"Maximizing Success through Better Decisions."

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Strategic Decision Making: Definition & Importance

Definition: The process of making informed decisions that align with an organization's long-term goals and objectives. It is crucial for success and growth.

Importance:

- Helps align organizational goals and actions with resources.
- Helps identify potential opportunities, risks, and threats.
- Increases chances of successful outcomes and competitive advantage.
- Provides a framework for informed decision-making and reduces uncertainty for future leadership.
- Enhances an organization's ability to adapt and change.
- Helps prioritize tasks and allocate resources efficiently.
- Builds a culture of accountability and ownership.
- Improves communication and collaboration among stakeholders.

Organizations are actively looking for individuals who can make data-driven decisions, with 66% of companies suggesting that they have a corporate initiative for such decision-making in 2021.

- No, and no plans to 3%
- No, but plan to 29%
- Yes 66%
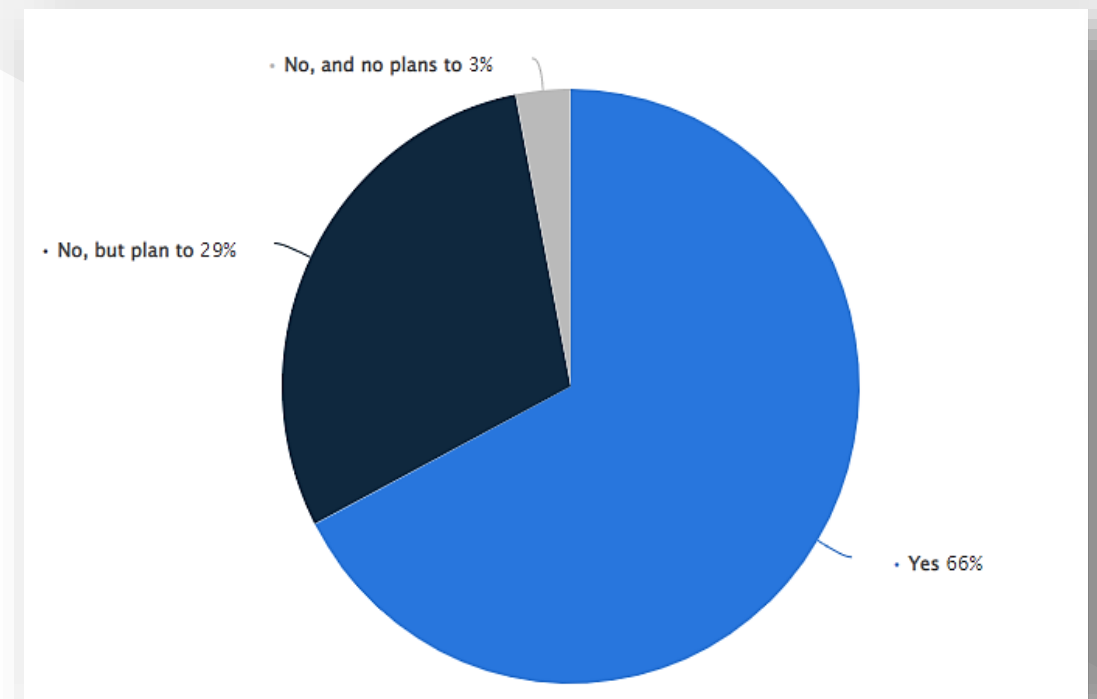
Case Study: Coca-Cola, Amazon

Coca-Cola's decision to acquire Costa Coffee was a major strategic decision, costing $5.1 billion.

- The plunge into the coffee market for the company has proven to be a major success factor for it since 2019.
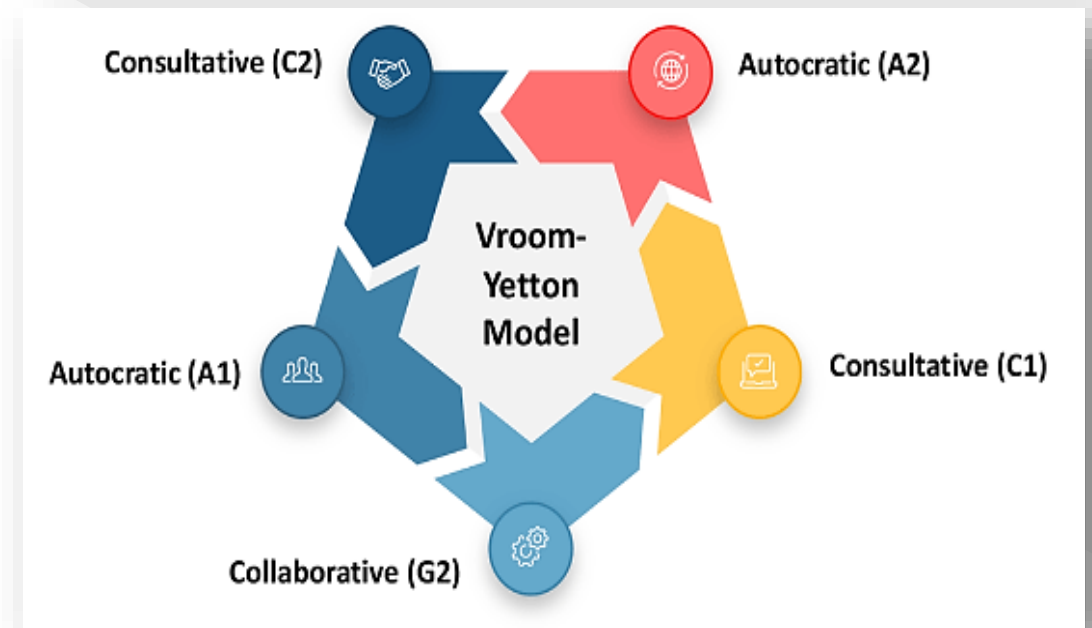
Amazon's decision to acquire Whole Foods is yet another example of a strategic business decision that allowed them to expand its business and reach new markets.

- The venture cost Amazon $13.7 billion, and the returns were well worth it for the company.
- Amazon wasn't the only company trying to buy Whole Foods at the time.

A Tried & Tested Model for Improved Strategic Decision Making for Leaders

- The Vroom-Yetton-Jago Model is a popular decision-making model that leaders can often use to improve strategic decision-making.

- It helps leaders determine the appropriate level of participation from team members in decision-making.

- The model consists of a series of questions to help leaders determine the best course of action, based on the situation.

- The questions are designed to assess:
  - The importance of the decision,
  - The level of team participation required, and
  - The type of decision-making approach that should be used.

Consultative (C2)
Autocratic (A2)
Vroom-Yetton Model
Autocratic (A1)
Consultative (C1)
Collaborative (G2)

The Vroom-Yetton-Jago Model

- There are five decision-making approaches in the model:
  - Autocratic,
  - Consultative,
  - Facilitative,
  - Delegative, and
  - Group.

- The model takes into account the decision significance, team expertise, team alignment, team motivation and time pressure.

- The Vroom-Yetton-Jago Model can help improve the quality of decisions, increase team buy-in and commitment and reduce the time required for decision-making.

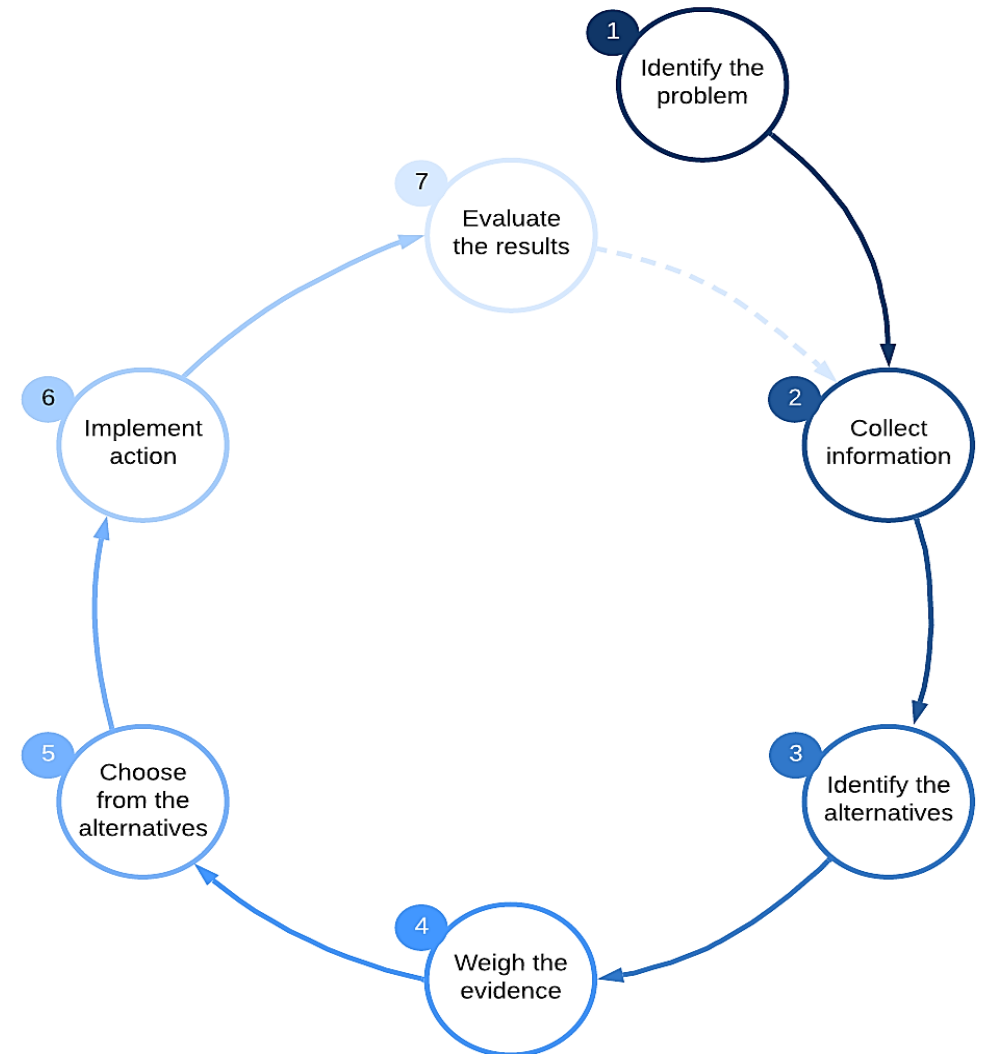- Essentially, you will need to ask yourself seven key questions to make a decision with this model.

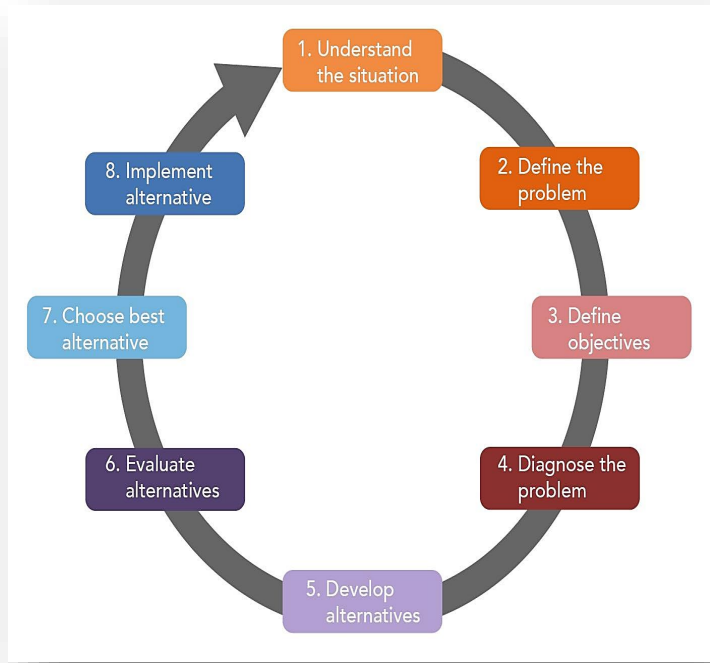# The Vroom-Yetton-Jago Model (Cont.)
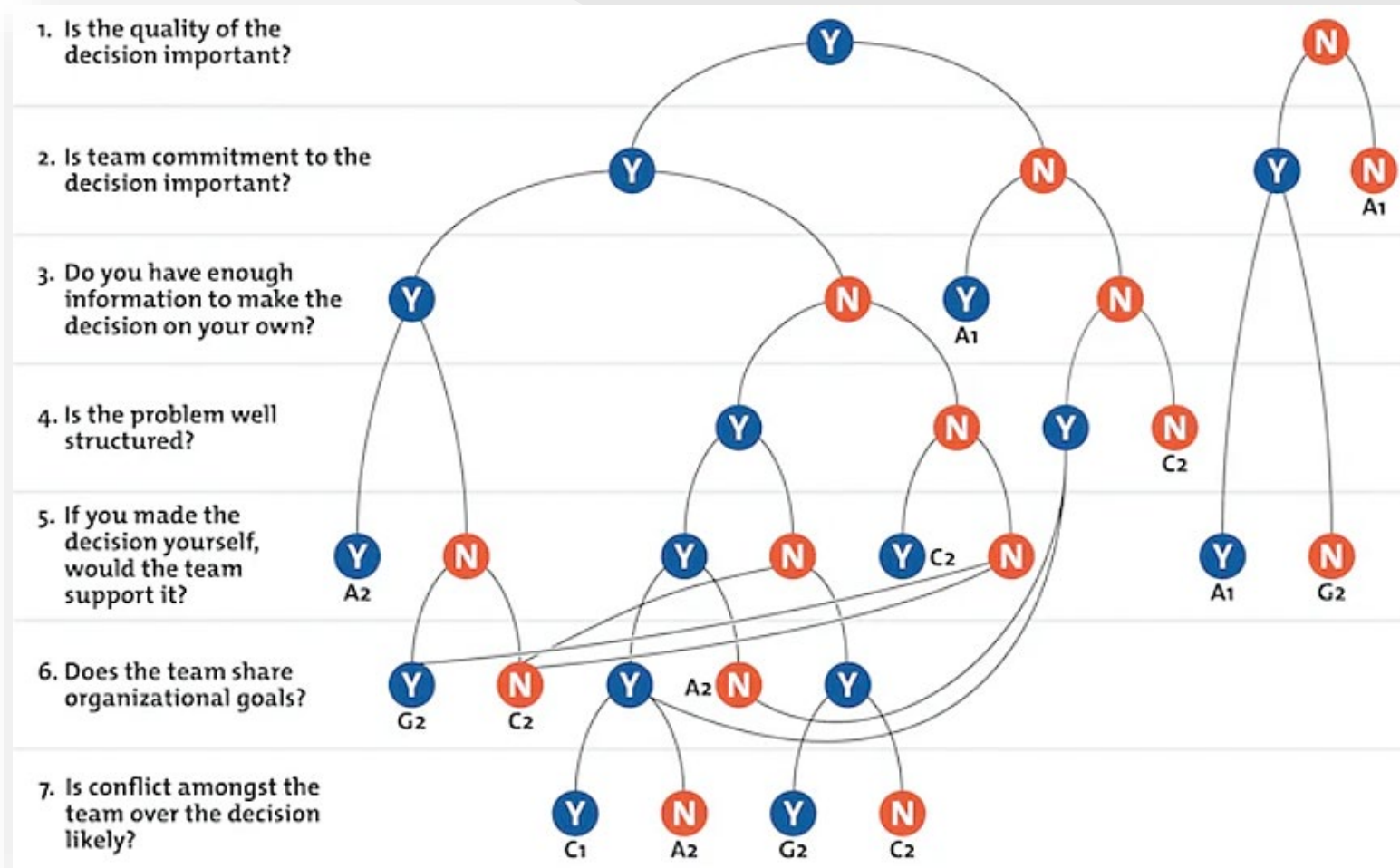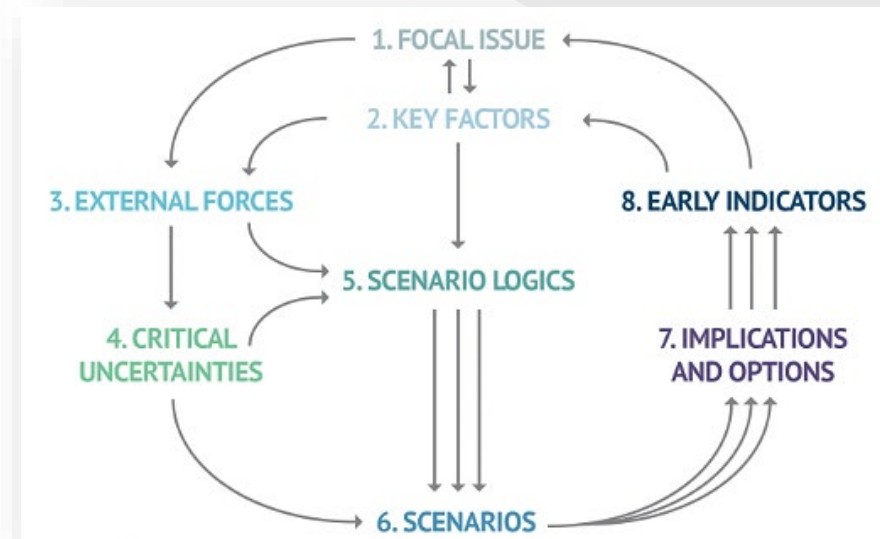
Benefits of Strategic Business Decisions

- Risk management is an important part of strategic decision-making. As a leader, you must assess and manage risks associated with potential decisions to ensure successful outcomes.

- Strategic decision-making involves analyzing and considering a wide range of factors, such as:
  - Market trends,
  - Competition,
  - Financial analysis, and
  - Organizational capabilities.

- You need to be proactive, visionary, and able to think long-term. Non-strategic leaders tend to focus on short-term goals.

- This seven-step program can serve as a basis to help you get started.

1 Identify the problem
2 Collect information
3 Identify the alternatives
4 Weigh the evidence
5 Choose from the alternatives
6 Implement action
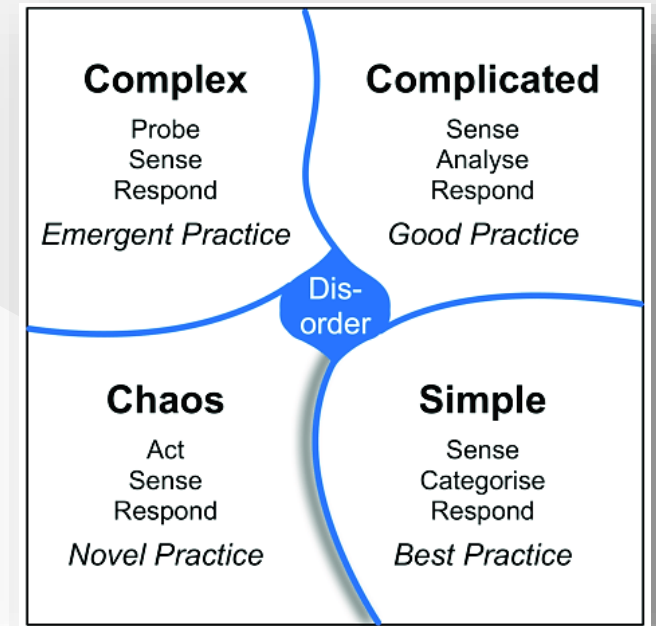7 Evaluate the results

Other Models to Follow

The Rational Decision-Making Model

The Scenario Planning Model

The Cynefin Framework

4. Leading Change

"Improving Chances of Success through Improved Change."

Strategic Decision Making: Definition & Importance

- Leading successful change initiatives within an organization requires effective planning, implementation and communication.

- As a leader, you need to have a clear vision, engage and motivate their team, and provide the necessary resources and support for change to happen.

- You should also anticipate potential challenges and have a contingency plan.

- Communication is key when it comes to change management.

- You should clearly communicate the reasons for change, what it means for the organization and how it will impact stakeholders.
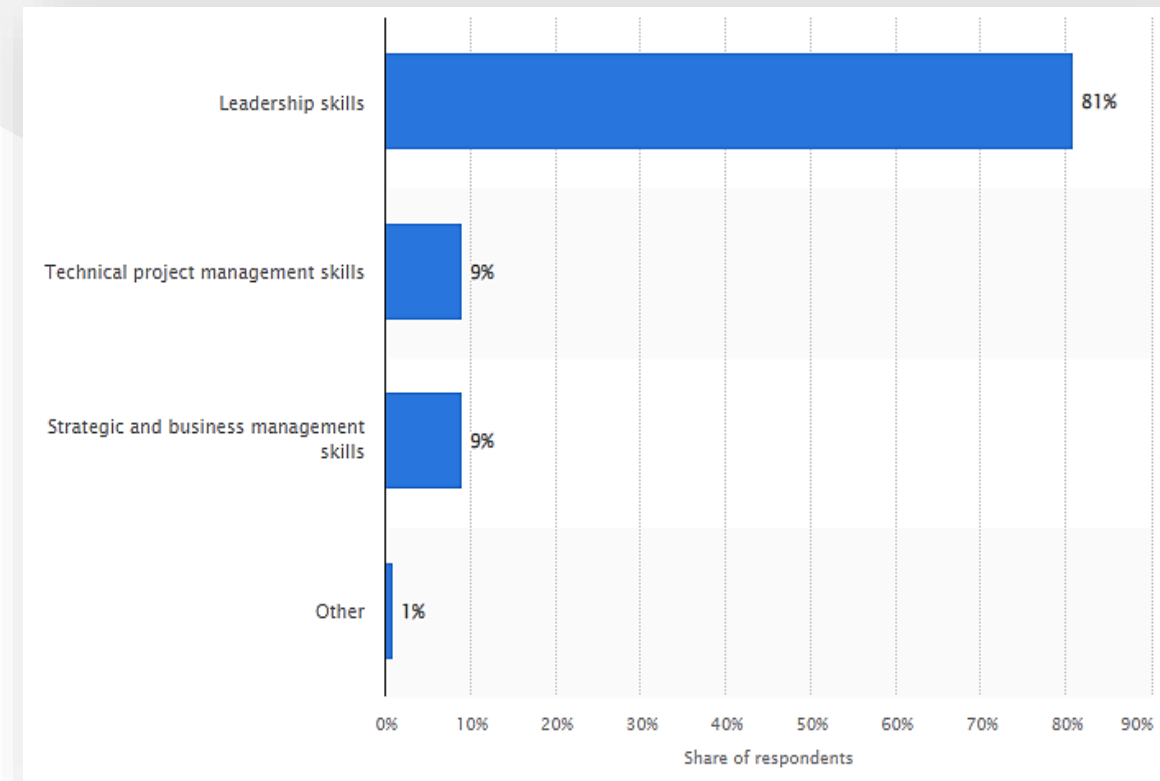
Leadership skills are considered to be the most important skills to have in a corporate environment.

Other Traits To Keep in Mind

- As a leader, your communication should be timely, transparent, and ongoing.
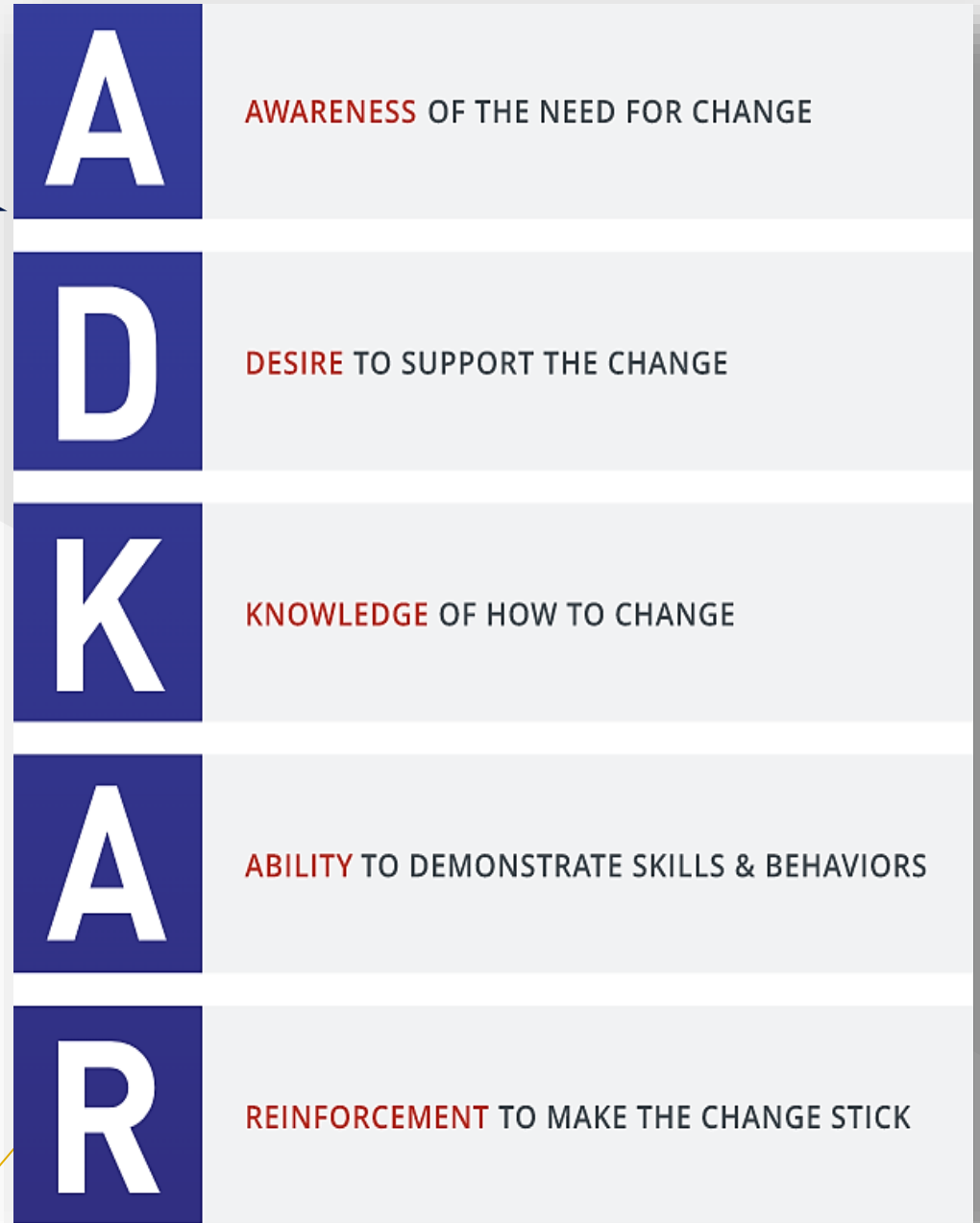
- Managing resistance in communication is an important part of change management.

- You must:
  - Identify the sources of resistance,
  - Communicate the benefits of change, and
  - Provide training and support to help individuals adapt to change.

- You must also listen to concerns and make adjustments in the process, if necessary.

- Kotter's 8-Step Process is a prime example of how these traits come in handy.

| 1 | Establishing a Sense of Urgency |
2	Forming a Powerful Guiding Coalition
3	Creating a Vision
4	Communicating the Vision
5	Empowering Others to Act on the Vision
6	Planning for and Creating Short-Term Wins
7	Consolidating Improvements and Producing Still More Change
8	Institutionalizing New Approaches
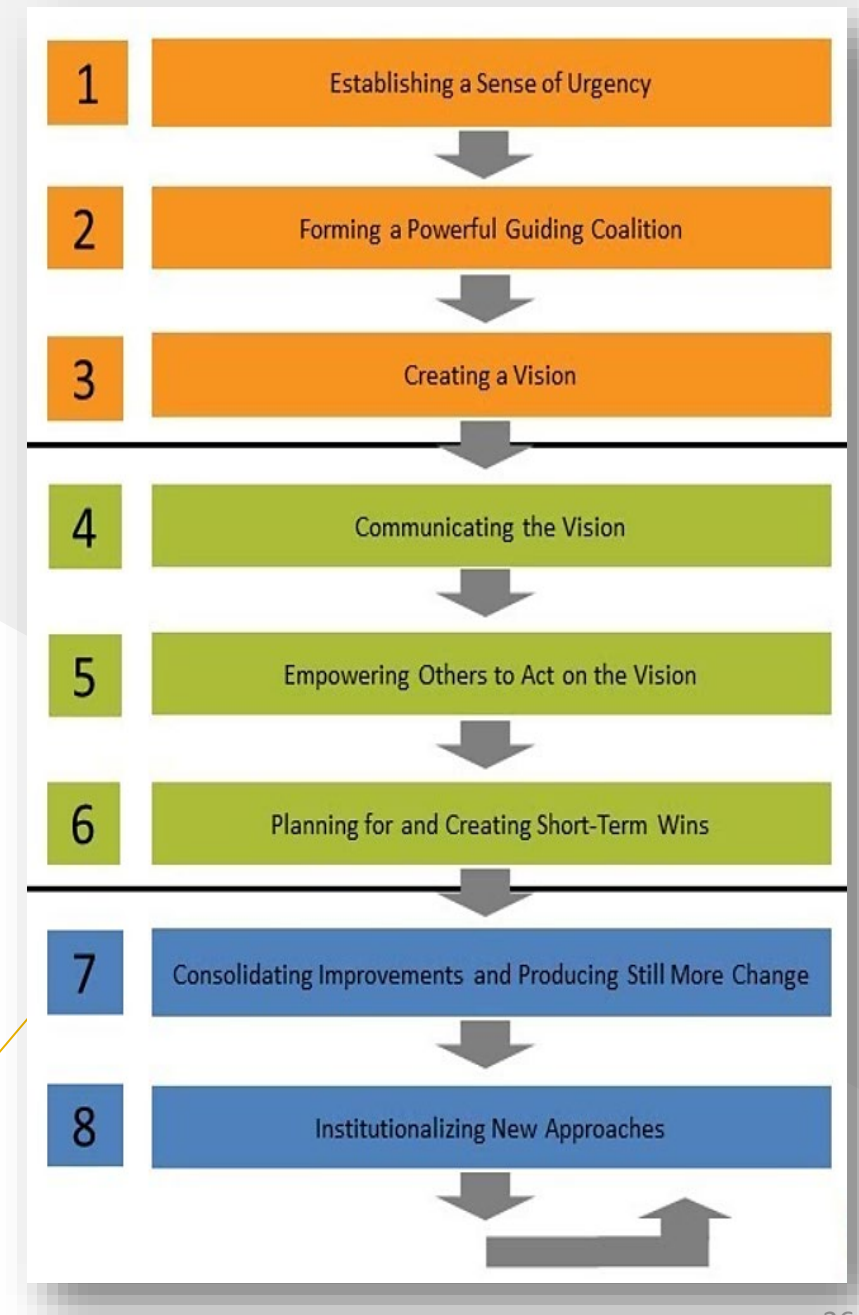
The ADKAR Model

- This is a framework you can use to lead change better.

- It focuses on individual change, with five key stages:
  - Awareness,
  - Desire,
  - Knowledge,
  - Ability, and
  - Reinforcement.

- The ADKAR model also emphasizes the importance of ongoing reinforcement and support to embed the change and sustain it over the long term.

- By adopting the ADKAR model, you can build a culture of change readiness and adaptability, which can drive innovation and growth within the organization.

A
AWARENESS OF THE NEED FOR CHANGE

D
DESIRE TO SUPPORT THE CHANGE

K
KNOWLEDGE OF HOW TO CHANGE

A
ABILITY TO DEMONSTRATE SKILLS & BEHAVIORS

R
REINFORCEMENT TO MAKE THE CHANGE STICK

Lewin's & Kotter's Change Management Frameworks

- Lewin's Change Management Model is a three-stage model that involves unfreezing the current state, moving to a new state, and refreezing the new state to make it permanent.

- Kotter's 8-Step Change Model is an eight-step model that involves:
  - Creating a sense of urgency,
  - Building a coalition,
  - Developing a vision and strategy,
  - Communicating the change vision,
  - Empowering others to act,
  - Creating short-term wins,
  - Consolidating gains and producing more change, and
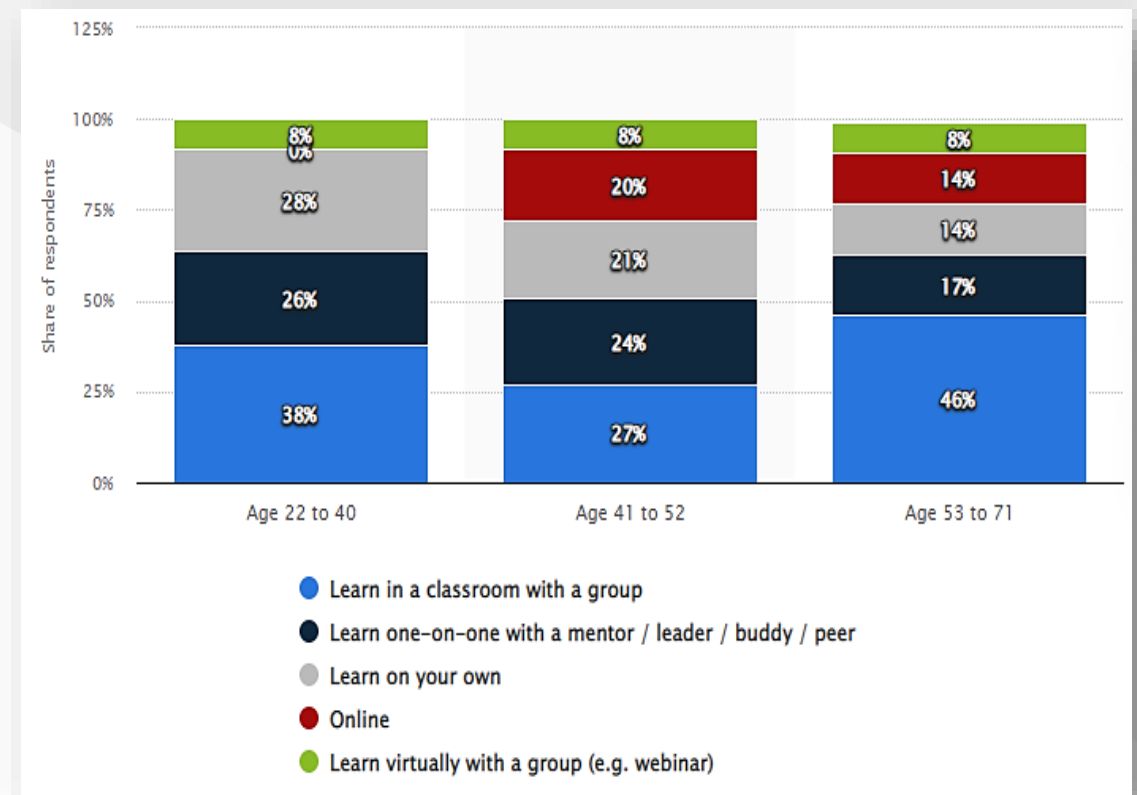 - Anchoring new approaches in the organization's culture.
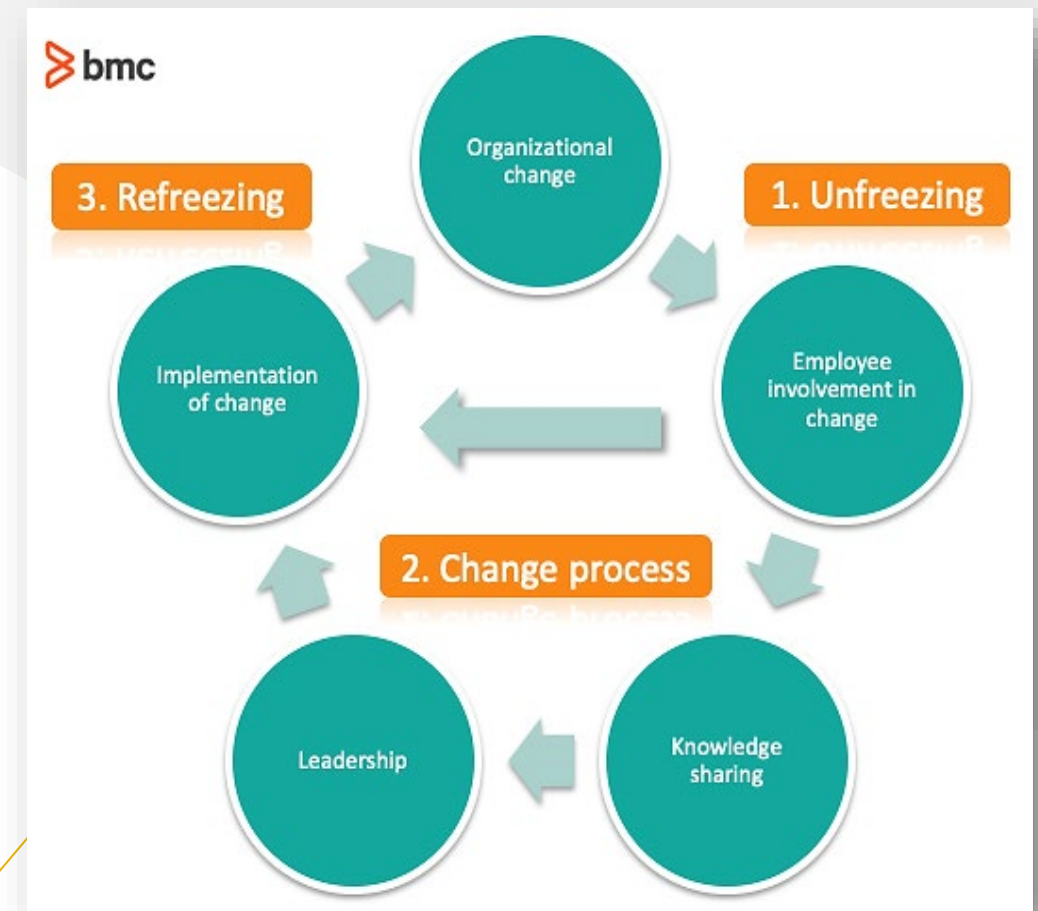
5. Coaching & Mentoring

"Unlocking The Potential Within..."

TRYFACTA

# Strategic Decision Making: Definition & Importance

- Effective coaching and mentoring strategies include:
  - Setting clear goals,
  - Providing regular feedback,
  - Building trust,
  - Active listening and
  - Empowering team members to take ownership of their development.

- Coaching and mentoring can help team members reach their full potential by identifying their strengths, weaknesses, and opportunities for growth.

- As a coach, mentor, or leadership student, you have the potential to add immense value to a business.

Depending on the age of the mentee, the most effective learning model may vary.

https://www.statista.com/statistics/885916/most-preferred-learning-methods-of-employees-worldwide-by-age/

Importance Of Providing Feedback, Setting Goals, & Developing Skills

- Providing feedback is critical to help team members improve and develop their skills.

- Feedback should be specific, timely, and actionable.

- Setting goals is also important to help team members focus their efforts and measure progress.

- Developing skills through training and other learning opportunities can help you and your team members stay up-to-date with the latest industry trends and best practices.
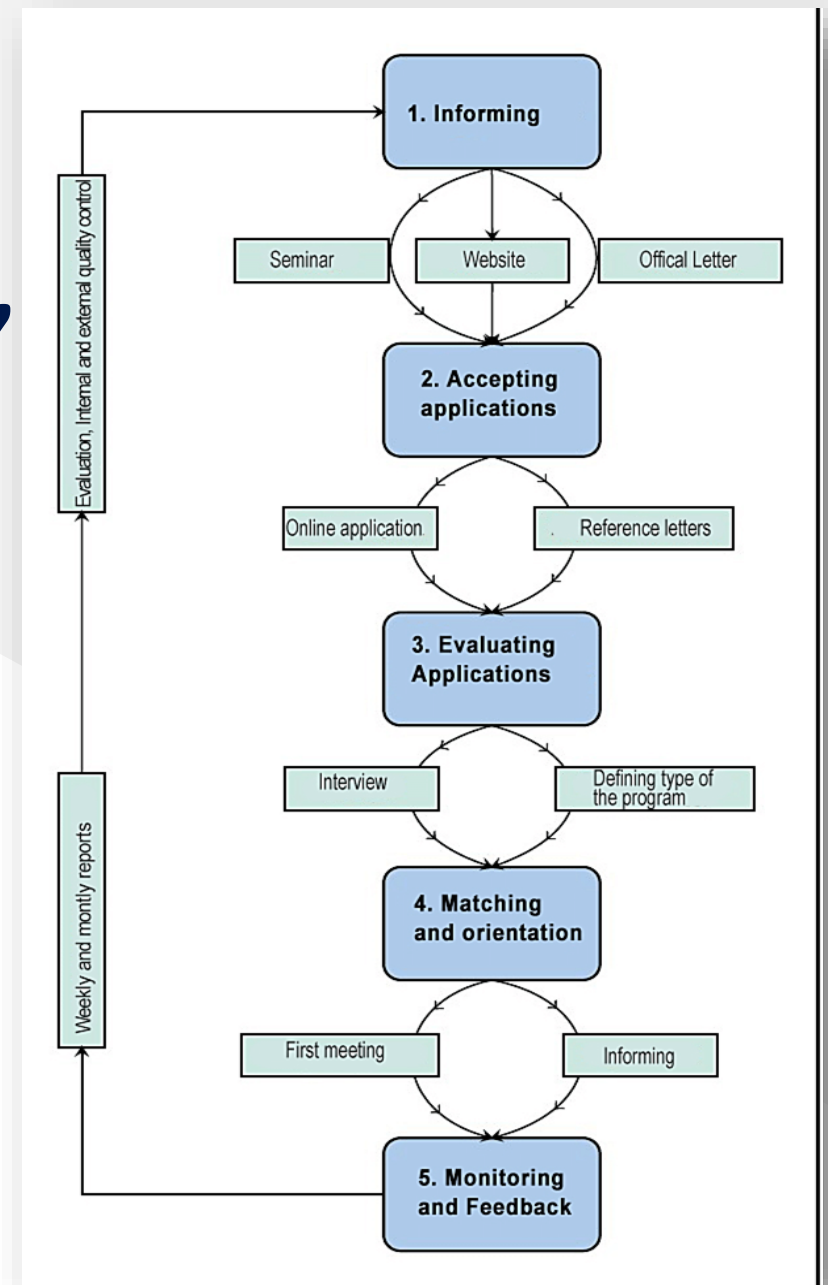
Coaching & Training For Better Leadership

- Just like feedback, goal-setting, and leadership skill development is important, it is equally important to ensure that mentees know the way towards being better leaders too.

- Coaching and training are critical for developing better leaders, which can lead to improved business outcomes.

- Effective leaders can inspire and motivate their teams, drive innovation and navigate complex challenges.

- Coaching and training can help leaders develop important skills such as communication, emotional intelligence and strategic thinking.
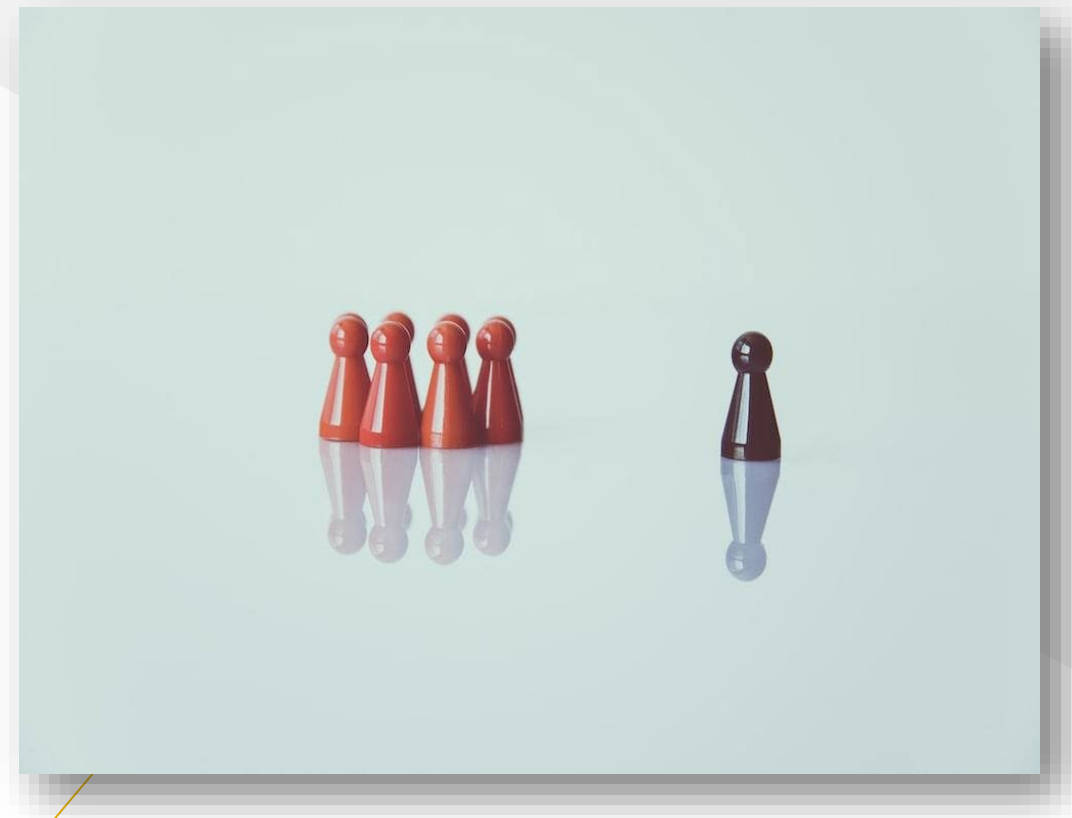
Frameworks for Improved Programs

Frameworks for effective coaching and mentoring include:

- GROW (Goal, Reality, Options, Way Forward),

- CLEAR (Contracting, Listening, Exploring, Action, Reviewing), and

- The Situational Leadership Model.

These frameworks provide a structured approach to coaching and mentoring that can help leaders support their team members' development and growth.

The Situational Leadership Model

- Situational Leadership Model is a leadership theory developed by Hersey and Blanchard.

- The model proposes that leaders should adapt their leadership style based on the readiness or development level of their followers.

- There are four leadership styles:
  - Directing,
  - Coaching,
  - Supporting, and
  - Delegating.

- The model emphasizes the importance of matching leadership style to the developmental level of the follower.
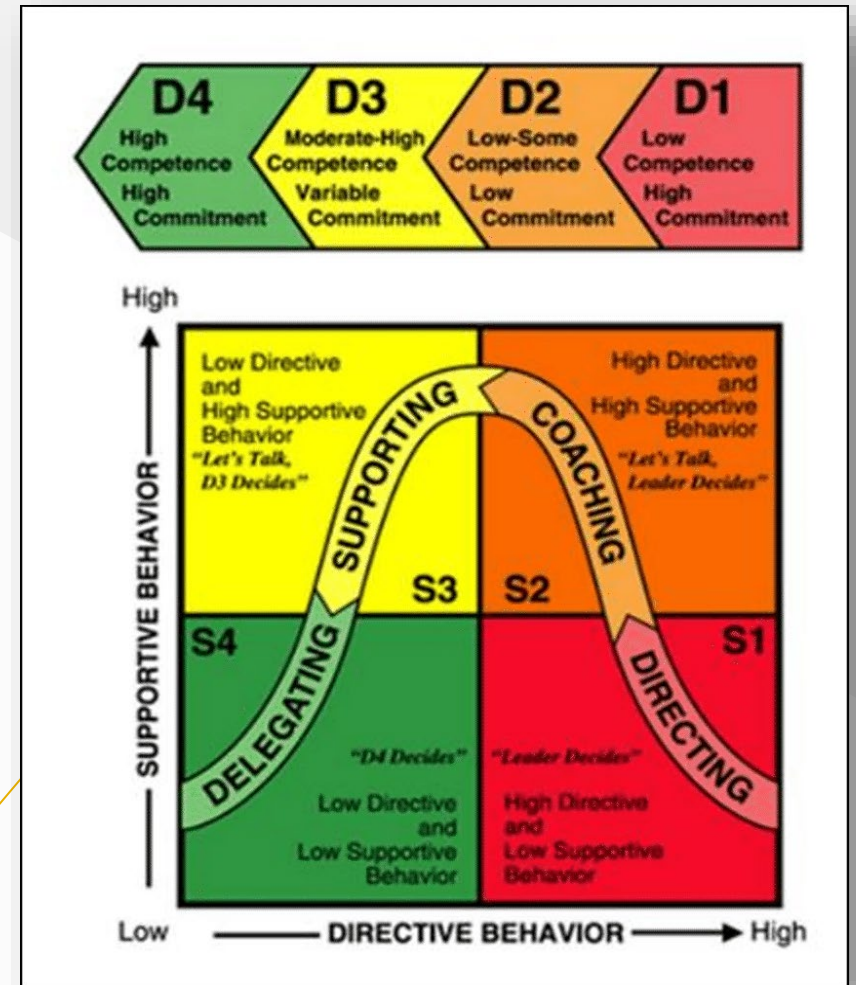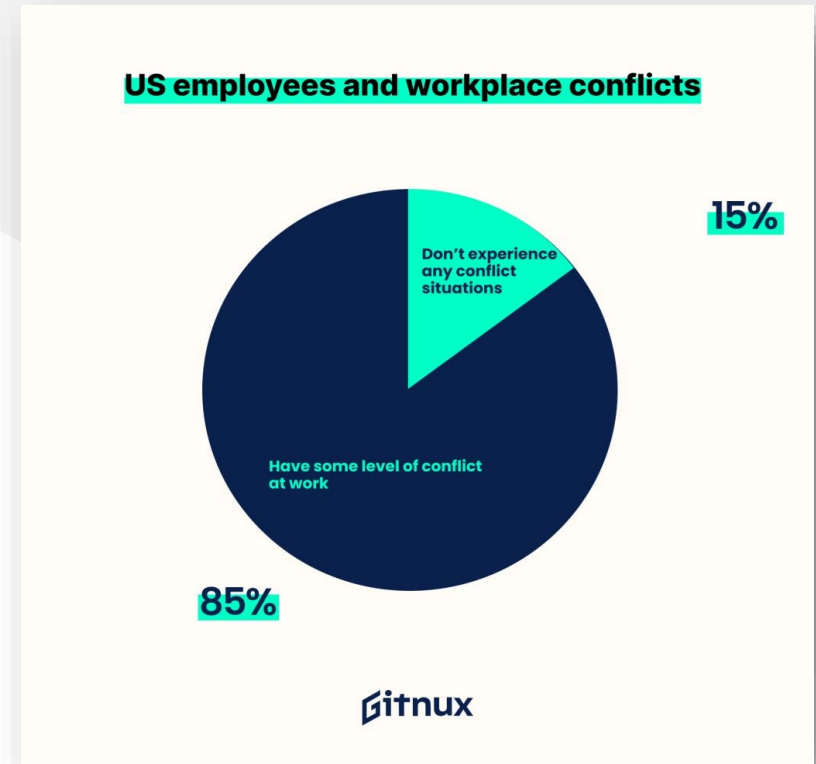
6. Managing Conflict

"Strategies for Effective Conflict Management in Organizations"

TRYFACTA

Conflict Resolution: Definition & Importance

- Conflict resolution is the process of finding a peaceful solution to a disagreement or dispute between two or more parties.

- It involves identifying and addressing the underlying issues that have led to the conflict and facilitating a constructive dialogue to reach a mutually acceptable solution.

- Conflict resolution is an essential skill in both personal and professional settings, as it can help to avoid negative outcomes such as hostility, resentment, and damage to relationships or business operations.

US employees and workplace conflicts

Don't experience any conflict situations

15%

Have some level of conflict at work

85%

Gitnux

More than 85% of all US employees suffer some degree of conflict at work. Effective leaders must manage these conflicts to ensure better business performance.

Strategies For Effectively Managing Conflicts Within The Organization

The strategy you must use will vary from situation to situation. However, generally the process should involve:

- Identifying the source of the conflict

- Encouraging open communication.

- Brainstorming possible solutions and evaluating them.

- Finding common ground and focusing on interests, not positions.

- Develop an action plan to implement the chosen solution.

Conflict Resolution Process

Find a good time and place to talk

Discuss the problem - Clarify issues

Brainstorm - generate a variety of options

Choose a solution that works the best and suits everybody's need

Try the solution (If it doesn't work, go back to step three and renegotiate)

Identifying The Types of Conflict

There are four primary types of conflicts that every leader must be prepared for:

- Task conflict
- Process conflict
- Status conflict and
- Relationship Conflict

Combined, these represent the what, how, who, and why of different elements present in any organization.

THE 4 TYPES OF CONFLICT

According to Amy E. Gallo

TASK CONFLICT:
What needs to be done?

PROCESS CONFLICT:
How does it need to be done?

STATUS CONFLICT:
Who needs to do it?

RELATIONSHIP CONFLICT:
When it's getting **personal.**

management30.com | MANAGEMENT 3.0

Conflict Resolution Basics – What You Need to Do

Constructive Dialogue

One of the easiest practices you can partake is to facilitate constructive dialogue. This includes:

- Active listening
- Asking open-ended questions
- Acknowledging emotions
- Summarizing and paraphrasing
- Focusing on common goals and interests

Conflict Resolution Spectrum

Conflict Resolution in general is spread across a spectrum involving seven elements:

- Negotiation
- Facilitation
- Mediation
- Counselling
- Expert Advice
- Arbitration, and Litigation

| NO CONFLICT RESOLUTION | BULLDOG ENGAGEMENT NETWORK | CONFLICT COACHING | NOTICE & COACHING (SHUTTLE) | CONFLICT MEDIATION | RESTORATIVE JUSTICE | CONDUCT CONFERENCE | FORMAL HEARING AND/OR APPEAL |

LESS FORMAL → MORE FORMAL

Leading With Purpose For Conflict Resolution & Better Business Processes

For better conflict resolution and improved business excellence as a result, leaders must:

- Develop a clear mission and vision for the organization
- Align individual and team goals with the organization's purpose
- Foster a culture of transparency and trust
- Encourage open communication and active listening
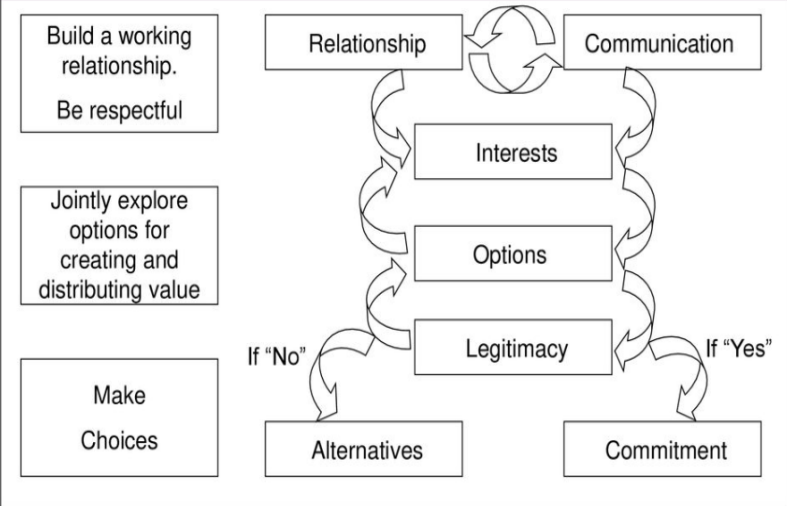- Build strong relationships with team members and stakeholders

This, in turn, leads to defining and communicating the organization's mission and values through the resolution process.
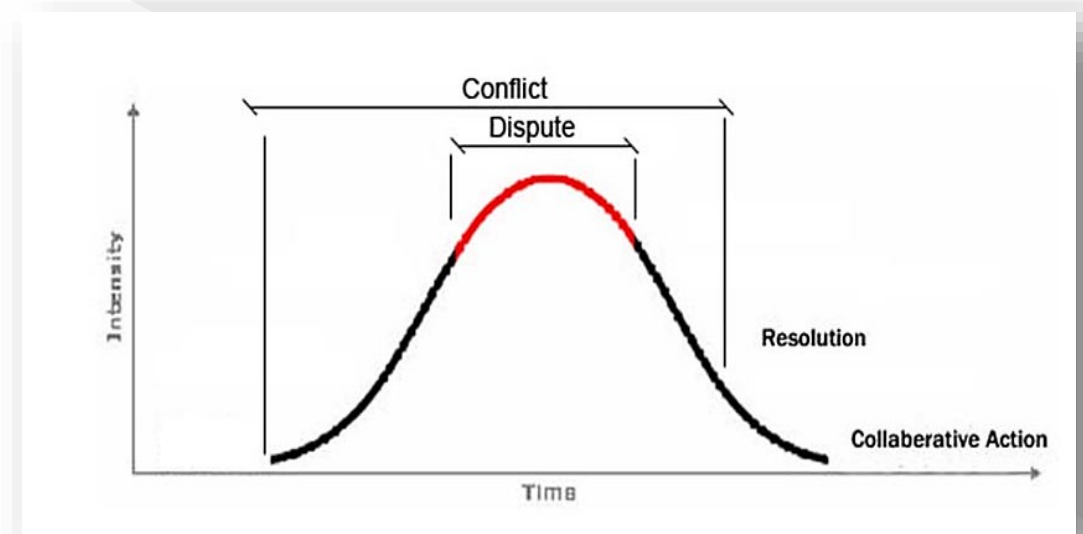
Frameworks To Follow For Conflict Resolution
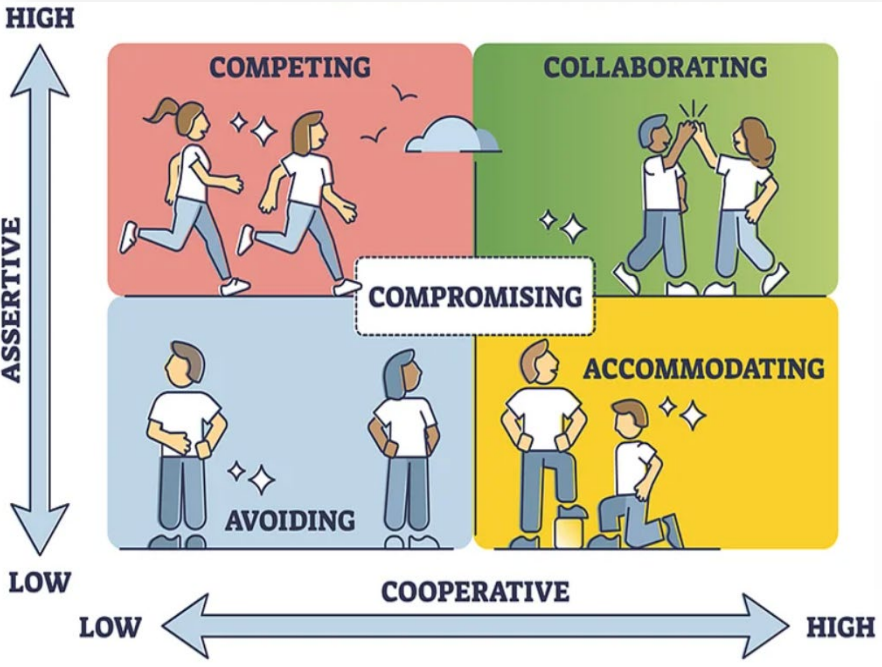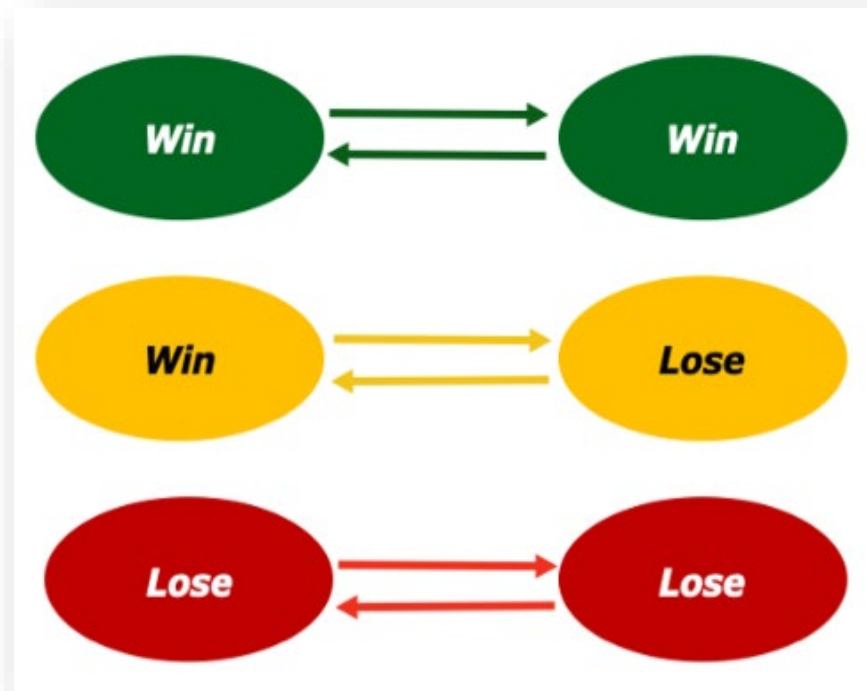

Thomas-Kilmann Conflict Mode Instrument

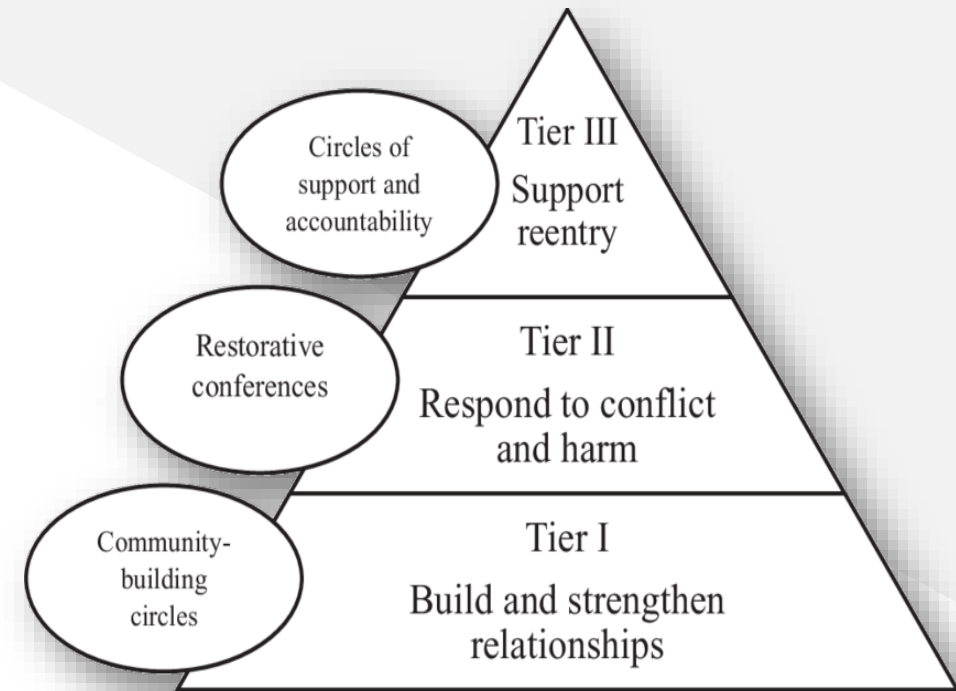Harvard Negotiation Project's Seven Elements Framework

Interest-Based Relational Approach

Frameworks To Follow For Conflict Resolution (Cont.)

Win-Win Approach to Conflict Resolution

Restorative Justice Approach

Conclusion

Mastering the above elements is essential for you to attain business excellence.

- Developing emotional intelligence helps to build better relationships,
- Building effective teams leads to higher productivity and efficiency,
- Strategic decision-making enables you to make informed and effective decisions,
- Leading change initiatives facilitates a smooth transition,
- Coaching and mentoring help team members to reach their full potential and ultimately contribute to improved business outcomes.
- And finally, managing conflict constructively creates a harmonious work environment and leads to better business results.

By prioritizing these elements, you, as a better business leader can create a thriving organization primed for success in every sense of the word!

![TRYFACTA]

Presenter: Adesh Tyagi, President | Tryfacta, Inc.

Tel: (408) 893-5500

Adesh.Tyagi@Tryfacta.com

www.tryfacta.com

Thank You!