

GET WIRED FOR
Prosperity[™]

POINT[™]

Leadership Capabilities Training



MARKET FORCE[®]
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What is POINT™?

POINT™ is a proprietary set of leadership capabilities designed to instill confidence for new and upcoming leaders, as well as accelerate results for seasoned veterans.

POINT™ provides easy-to-use frameworks for *leadership development*, a critical succession planning tool for the long term viability of any company.

Specifically, POINT™ provides the following:

Principles

Leadership is different than production. And, in many ways, the habits of being a great producer are the same habits that can doom us as leaders if we are not careful. *Learning important leadership principles*, including the difference between context and content and a framework for making your choice of a leadership system from which you will lead, create the platform for your success as a leader.

Optimization

Optimizing team performance is critical for your success as a leader, and there are two primary skills that all high performing teams must have: (1) the ability to negotiate with one another and (2) the ability to have challenging conversations. Our Team Development Model provides leaders with guidance for teaching both of these important skills with easy to use methodologies for each.

Integration

World-class structures are not built by accident. Thus, designing coherence and integration between your intended culture, the accountabilities for all of your players, and the compensation model by which people are rewarded, is critical to your success. We call this design framework "The 3 Cs" (Culture, Coordination and Credit), and it will streamline your thinking about your team's structure.

Narrative

There is no one way to be a leader. Instead, the primary requirement is that your leadership style be an authentic reflection of who you are as a person. *Designing your leadership narrative is a critical step* to creating clarity and confidence in your approach. Without such a narrative, a leader may be inconsistent in their approach, and nothing confuses a team more than mixed messages from its leader.

Talent

All of the work on your leadership approach will make no difference if you are unable to *attract and maintain the best talent in your industry*. Turning our attention to your team, we offer frameworks for talent-related issues such as: how to identify and lead different performance styles; how to create an interdependent team; how to empower your mid-level players; and how to help your team anticipate the inevitability of change.





Case Study: American Pacific Mortgage

Who is American Pacific Mortgage?

American Pacific Mortgage (APM) is the premier mortgage originator serving the Western United States with over 150 branches and almost 1,000 loan officers. Since its inception in 1996, APM has proven to be one of the mortgage industry's most innovative and visionary organizations, known for extraordinary service and its commitment to customer support.

Under the careful guidance and steady leadership of its Founders, Kurt Reisig and David Mack, and President Bill Lowman, APM has grown and prospered in the face of multiple, dramatic industry shifts. At every turning point, while many of their competitors lost ground or faded away, APM emerged stronger and even better poised for growth.

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~ BILL LOWMAN, PRESIDENT

Breaking through a Bottleneck

By 2012, APM found itself a victim of its own success. The organization had become overly-reliant on its core leaders for decision making and direction, making them the bottleneck in the organization exactly at the time when they were needed to pursue new opportunities for capturing market share. APM needed a new leadership process, one that would decentralize decision making and create non-reliance on a few to empower the many without jeopardizing the company's core values or principles.

Building Leadership as a Core Asset

In 2013, APM hired Market Force to help formalize their leadership narrative to ensure that all their company leaders would be able to "sing off of the same song sheet" - making decisions that supported the company's values and commitment to making their loan officers look good.

To accomplish this, APM worked with Market Force to develop a "Star System" for their organization, empowering their leaders to act more proactively and strategically, and engaged in a multi-year, leadership training program for about 50 of their top and emerging leaders. To support and facilitate the success of the program, Market Force certified several APM staff to become in-house trainers and to drive even further adoption of the program, in 2014, APM private-labeled Market Force's online Styles Indicator, which has become an integral part of their culture, recruiting process, and core approach to service.

APM Positioned for a Prosperous Future

APM's work with Market Force energized the company at all levels, allowing them to capitalize on shifts in the marketplace better than their competition, propelling them into the ranks of top 10 mortgage banks in the Western USA. APM's performance numbers in the first two years of this program have been impressive – their loan volume has increased by 86%, they have achieved 76% market share growth, they operate at the lowest default and delinquency rates in the industry, their employee engagement and satisfaction rating has increased 71%, and even more importantly, APM's driving principles and values remain strong and permeate the organization like never before.

It is said that a business' culture isn't anybody's job, but it is everybody's responsibility. In working with Market Force, APM has created a leadership culture that is working for everybody.

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WHILE THEY DO IT."*

- THEODORE ROOSEVELT



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