

**REPLACING**  
- THE -  
**RAINMAKER**

**WORKSHOPS**

**COMPELLING SAGA**

This workbook accompanies the audio workshop. It includes speaker's notes, which summarize the content covered in the workshop. It also includes activities, which you'll complete during the workshop, and a continuing education assignment, which you'll complete after the workshop. The continuing education assignment gives you a chance to apply the theory you learned in a practical setting. At the end, there's a quiz to test what you've learned as well as space to make notes and information on where to go to learn more.

## ***SPEAKER'S NOTES***

### **Learning outcomes**

- You'll learn what a compelling saga is.
- You'll learn about the benefits of having a compelling saga.
- You'll learn how to create your own compelling saga.

### **Compelling saga**

- A compelling saga is a statement that defines a mission for your firm's business development efforts.
- Your compelling saga sets the context for how success or failure will be defined.
- A compelling saga is a useful business development tool because it helps unify your team behind a common goal.

### **Types of compelling sagas**

- Compelling sagas usually involve defeating an enemy, pursuing an ideal or fulfilling a purpose.
- For example, Lexus' compelling saga was "Beat Benz."
- Citicorp's compelling saga was "Become the most powerful, the most serviceable, the most far-reaching world financial institution that has ever been."

### **Types of compelling sagas**

- Harley Davidson's compelling saga was "Fulfill dreams through the experience of motorcycling."
- Different firms are likely to be drawn to one type more than another.
- All of these types of compelling sagas unite your staff members in pursuit of a common goal.

### **A flair for the dramatic**

- Your compelling saga should contain a dramatic theme.
- It's important that there's something at stake.
- Compelling sagas are supposed to be inspirational.

### **A mountain to summit**

- Your compelling saga should set a difficult goal.
- It should be something that will take time, effort and dedication to achieve.
- The difficulty is what makes it challenging and motivating.

### **Define success**

- Your compelling saga should use language that drives performance.
- Encourage people to act, excel, push themselves and push others.
- Your compelling saga should set the context for how success or failure will be defined.

### **Destroy Yamaha!**

- Wal-Mart's compelling saga was "Give ordinary folks the chance to buy the same things as rich people."
- Mary Kay's compelling saga was "Provide unlimited opportunity to women."
- Honda's compelling saga was "We will destroy Yamaha!"

### **Rally the troops**

- Often compelling sagas have been used interchangeably with mission, vision and core purpose statements.
- But these statements often don't suitably rally the troops from a business development standpoint.
- Compelling sagas are often more specific, more targeted and more motivational than mission statements.

## **A reason to work together**

- Having a compelling saga gives everyone a reason to work together.
- It's easy for people to focus on themselves at a cost to someone else on the team.
- Compelling sagas encourage people to subsume their own selfishness and instead to work together.

## **A neglected tool**

- Organizations tend to prefer more positive, optimistic statements.
- They prefer a happy-go-lucky approach to one that recognizes that success will be a struggle.
- A lot of organizations don't want to put in the time to craft a statement that speaks to who they are.

## **"High Altitude Leadership"**

- The term compelling saga was coined in the book "High Altitude Leadership," by Chris Warner and Don Schmincke.
- The authors argue that without a unifying challenge, individuals put personal desires ahead of group goals.
- They suggest that organizations adopt a compelling saga as a means to overcome that inherent selfishness.

## **The next mountain pass**

- The insight for this idea came from observations they made during their mountaineering expeditions in the Himalayas.
- They noticed that their expeditions seemed to falter at the end of the journey, not the beginning.
- Once the last pass was behind them, the collaborative spirit eroded.

## **The flame of passion**

- The authors found that an emphasis on passion permeated the military's approach to leadership.
- The military believes that higher-morale troops win more battles than demoralized troops.
- Throughout history, great leaders created passion in their people by inventing stories of gods, kings and heroes.

## **A business development tool**

- A compelling saga is a particularly effective tool for business development teams.
- A compelling saga has the power to rally the troops.
- Business development isn't everyone's favorite task, so it's important to get people invested in it.

## **Forego your enemy**

- Consider creating a compelling saga that's driven by an ideal or purpose.
- Targeting an enemy can become overly combative.
- Your enemy today may not be your enemy tomorrow.

## **SWOT analysis**

- To create your own compelling saga, conduct a SWOT analysis.
- A SWOT analysis provides a snapshot of an organization's current situation.
- A SWOT analysis consists of four parts: strengths, weaknesses, opportunities and threats.

## **SWOT analysis**

- Opportunities arise as a result of the external environment in which your firm operates.
- While weaknesses can be minimized and eliminated, threats are uncontrollable.
- When a serious threat comes along, the stability and survival of your firm can be at stake.

## **Gather your thoughts**

- Ask a number of staff members to complete the SWOT analysis on their own.
- Then compile everyone's answers in a single document.
- That document will give you a powerful snapshot of where you are as a firm.

## **Put it on paper**

- Ask each person to create one or more compelling saga statements.
- Draw on what you learned from the SWOT analysis, as well as on your own passion and personal experience.
- For example, if you identified your people as a strength, you would integrate your people into your compelling saga.

## **Play on your passion**

- If you have something you feel passionately about, work it into your compelling saga.
- For example, if helping others motivates you, then that's exactly what you should include in your compelling saga.
- This is meant to be a motivational tool.

## **Let everyone speak**

- Ask each person to articulate and justify their compelling saga.
- This ensures everyone has a chance to contribute their ideas.
- It also lets you identify bits and pieces from different people's contributions.

## **Craft a single statement**

- Debate the merits of each statement.
- Identify ideas and language that you like.
- Everyone may gravitate toward a single statement or you may want to combine several different statements.

## **The right turn of phrase**

- When you hit upon the right idea, you'll know it.
- Consider this compelling saga from Bay Area accounting firm DZH Phillips: "Win by creating opportunities."
- As soon as someone mentioned that statement, the room went silent.

## **Short and memorable**

- Your compelling saga should be memorable and short.
- You don't want to create a compelling saga that is too complicated or too long.
- It will make it too hard to remember and won't have the oomph that you're looking for.

## **A graphical representation**

- Create a graphic that captures your compelling saga.
- For "win by creating opportunities," the firm chose a checkered flag and finish line.
- It's a great graphic because the flag and finish line are universal symbols of success.

## **Use your compelling saga**

- Now that you've done all the work in creating your saga, you want to make sure you use it.
- Include your compelling saga statement and graphic in all your internal business development communications.
- Include it in your individual performance reports, niche reports and comparative team reports.

## **Use your compelling saga**

- Every report and communication should include your compelling saga and graphic.
- It brings unity to your efforts and reminds everyone that you're all pursuing a common goal.
- It also sends the message that you're serious about your compelling saga.

## **Bring the saga to life**

- The final step in the process is to bring your compelling saga to life.
- Bring it to life in a way that fits with who you are as a firm.
- One option is to integrate your compelling saga into building décor.

## Bring the saga to life

- Another option is to promote the saga through “treasure and trinket” giveaway items.
- Another option is create client awards and recognition programs around your compelling saga.
- Do something that makes it clear that your compelling saga is an important part of your firm culture.

## Summary

- A compelling saga defines the mission for your business development efforts.
- A good compelling saga drives performance and sets the standard for how success will be defined.
- The best compelling sagas are less focused on the competition and more aligned with your firm’s vision.

## ACTIVITIES

If you’re completing these activities on your own, please write down your answers in your workbook. If you’re completing these activities in a group, please write down your answers individually. Then share your responses with up to two other people. Look for commonalities among everyone’s responses and discuss any differences.

### Activity 1

If you were to craft a compelling saga to drive your personal business development efforts, what would it be? How would it motivate you to act?

### Activity 2

To unite everyone in pursuit of a common goal, craft a compelling saga to drive your firm’s business development efforts. How would it rally your firm’s collective effort?

## CONTINUING EDUCATION

Spend the time to craft a firm-wide business development compelling saga. Produce a graphic representation of your compelling saga and put it to use in your internal business development communications and conversations.

## QUIZ

1. In this context, a compelling saga is a statement that defines a mission for your firm’s business development efforts.
2. A compelling saga should contain a dramatic theme. That theme can vary — it can be to beat an enemy target, achieve an ideal or fulfill a purpose.
3. Your compelling saga doesn’t have to be the equivalent of “summit Everest.” But it should be ambitious.
4. Compelling sagas are rarely used interchangeably with mission, vision and core purpose statements.
5. A well-crafted compelling saga should clearly create the case for growth. It should compel everyone to want to contribute.
6. A compelling saga gives everyone a reason to work together.
7. The term “compelling saga” was first coined in the book “High Altitude Leadership: What the World’s Most Forbidding Peaks Teach Us About Success,” by Chris Warner and Don Schmincke.
8. The authors suggest that without a unifying challenge individuals start putting personal desires ahead of the group’s goals.
9. A SWOT analysis is a tool that’s used to provide a snapshot of an organization’s current situation and to identify potential obstacles, as well as areas for growth.
10. The best compelling sagas are more focused on the competition and less aligned with your firm’s vision.

## ***NOTES***

## ***FOR MORE INFORMATION***

For more information about additional workshops, or other Replacing the Rainmaker products and services, please visit [ReplacingTheRainmaker.com](http://ReplacingTheRainmaker.com).