



ROLE EXCELLENCE PROFILE

OVERVIEW

When studying people and performance there are both visible and hidden behaviors linked to desired levels of performance. Visible behaviors serve as the baseline for performance, whereas hidden behaviors serve as the differentiators between standard (or low) performers and high performers. The Role Excellence Profile (REP) identifies the hidden behaviors and defines the standard for what exceptional performance looks like within a specified role. By achieving this level of clarity, the REP serves to augment hiring, development, and succession planning.

When applied consistently and effectively, the REP yields higher individual and team engagement and performance, better company financial outcomes, and more client and stakeholder satisfaction.

This REP is a precise blueprint for the high-performing Region Leader. We have compiled the primary accomplishments (which can be thought of as strategic drivers), excellence indicators, and key actions (tactical behaviors) into a streamlined profile of the most valuable contributors to success.

ROLE ACCOMPLISHMENT: REGION LEADER

Create connection, purpose, and clarity of priorities in alignment with the company vision and goals to drive high-performing market teams that meet and exceed market goals through fostering a culture of collaboration, strategic thinking, and accountability.

PRIMARY ACCOMPLISHMENTS

- Repeatable business (Sales/Profit) results that meet or exceed budget expectations and contribute to the company's success
- Accountable General Managers and high-performing local teams
- Collaborative culture across regions and organization that accelerate business results
- A barrier free environment created through a precise leverage of internal/external networks
- *Aspirational: A strategic approach to market leadership

PRIMARY ACCOMPLISHMENT A

REPEATABLE BUSINESS (SALES/PROFIT) RESULTS THAT MEET OR EXCEED BUDGET EXPECTATIONS AND CONTRIBUTE TO THE COMPANY'S SUCCESS

EXCELLENCE INDICATORS

- Markets regularly meet/exceed revenue and profitability targets
- Markets prioritize and regularly meet/exceed revenue targets in critical areas



- Markets are on pace to hit and exceed goals i.e. a monthly target pace of 82-86% to goal at the 1st of the month, is indicative of hitting monthly target
- Increased share of wallet in key accounts (especially multi-market deals)
- Positive trend for total market spending
- Excellent customer service and “working relationship”
- Deep knowledge and expertise of sales products, target markets, key agencies and selling techniques
- Accurate forecasts across all markets

KEY ACTIONS

- Leverage specific reports, or suite of reports (see Tools/Resources), to provide clear and key data on ratings, market performance and specific site data
 - Schedule automated delivery of daily reports
 - Regularly review specific reports with GMs and site sales leaders
- Build and continuously foster understanding market customers and industry buying trends (example: if an industry is strong last 2 weeks of the month, so expecting that, plan to fill first 2 weeks)
- Drive strategic thinking and Return on Investment (ROI) consideration when determining investments
- Monitor/coach GMs to manage pricing and inventory regularly to ensure profitability
- Adjust Average Unit Rate (AUR) based upon inventory demands to maximize revenue and efficiency in sharing current rate cards
- Analyze and collect pending and sell-outs to maximize revenue
- Establish market expectations and cadence to review business performance
 - Schedule Review/Preview Meetings at least 4-6 weeks prior to the first week of the Quarter
 - Provide guidance to DOSs to monitor Sales Leader weekly “rates” meeting
 - Regularly use and encourage use of competitive market research
 - In July, review and align on budget needs for exceptions submission (August) considering capital and personnel requirements (without using vacancies to influence profitability)
- Communicate key updates and recognition to corporate leadership

PRIMARY ACCOMPLISHMENT B

ACCOUNTABLE GENERAL MANAGERS AND HIGH-PERFORMING LOCAL TEAMS

EXCELLENCE INDICATORS

- Engaged and empowered GMs and local team
- Trusted Region Leader/GM relationship
- Tight alignment of Region Leader and GM self-reported KPIs (communications, leadership effectiveness, etc)
- Transparent and proactive communication of local market performance and risk



- GMs and sales leaders exhibit strong business acumen and mastery in pulling and analyzing to relevant business data
 - Keen ability to decipher trends and make contingency plans
 - Deep local market and account knowledge
 - Quality of information about key accounts and agencies
 - Ability to close gaps with clarity and strong sense of urgency
 - Presence of a strategic plan
- Positive attrition due to “upward mobility” (both inside and outside the organization)
- Bi-directional flow of communication with timely follow up by phone, when warranted
- GMs properly and proactively manage up, ask for assistance, barrier removal, brainstorming and thought partnership
- Established bench and/or pipeline strength for key positions
- GMs demonstrate ownership and make key decisions that affect the local market environment (i.e.; onboarding, offboarding, salaries, etc)

KEY ACTIONS

- Educate, coach and hold GMs accountable for operating with a high level of business acumen, knowledge and ability to pull and analyze relevant business data using proper tools
- Set expectations (as measured by results) and consequences of poor performance
 - Conduct and capture learning with “After Action Review” after failure or big win
- Establish and regularly assess GMs opposite identified Key Performing Indices (KPI)
- Schedule and facilitate monthly team calls
- Schedule and facilitate weekly GM calls
- Engage in regular market visits, at a minimum of once per quarter
 - Plan and communicate market visit schedule proportionate with top 1-5 markets that account for the majority of regional budget
- Travel to markets
 - Request “Cheat Sheets” in advance of market visits to speak to everyone’s contributions
 - Tour the local market
 - Meet with GM to review market data: strategy, budget and goal production and key reports
 - Meet with Department Heads to understand updates, progress, and needs
 - Meet with salespeople to create connection to company strategy, recognition of success, and learning interventions
 - Partner with market to meet with key local agencies and/or top-tier clients to offer insights to help their business grow, accelerate increase of share of wallet, deepen relationships
- Invest in recruiting, hiring, and retaining GM and all talent
 - Assist with local recruitment efforts for all key positions
 - Identify and foster development of internal top talent



- Identify placement for top talent, regardless of vacancy status or budget
- Research and advocate for competitive compensation
- Manage exception process to reward top employees
- Proactively evaluate and manage top talent contracts (News)
- Partner with regional HR to support GM in any key issues/challenges: hiring, firing, legal issues, severance, compensation and pay increases
- Coach and mentor market GM and key leaders
 - Understand market leaders' TTI DNA
 - Understand REPs for critical roles
 - Co-create developmental plans/action plans
 - Develop GM negotiation skills
 - Provide counsel to GM on how to handle key personnel, contracting and legal issues
- Foster a culture of reward, recognition and motivation
 - Circle of Excellence, contests, and recognition programs (sport and event tickets) for top tier GMs, Sales Leaders and salespeople

PRIMARY ACCOMPLISHMENT C

COLLABORATIVE CULTURE ACROSS REGIONS AND ORGANIZATION THAT ACCELERATES BUSINESS RESULTS

EXCELLENCE INDICATORS

- Strength of employee's reported alignment to company mission, vision and values
- The degree to which employees in a Region feel a sense of pride and enthusiasm for the company and their market's performance
- Positive trend in Voice of the Employee (VOE) survey results over time
- Low employee turn-over (regrettable attrition)
- The degree to which candid feedback is sought after and provided
- The degree to which best practices and innovative ideas are shared within the Region and across the organization
- Presence and amount of investment in employee learning and development
- Level of acceptance and value for diversity
- The degree to which a leader is accessible to their team

KEY ACTIONS

- Reinforce a culture that aligns with the company's mission, vision and values
 - Understand and model the company's mission, vision and values
 - Overtly establish culture expectations when first acquiring a market, or when new to role
 - Openly invite and address negative publicity (i.e.; Glassdoor ratings, public information)



- Create a culture that values and promotes creativity, innovation, and best practice sharing
- Establish and communicate realistic work expectations
- Set and communicate the vision, agenda and outcomes for regular Regional Team Meetings
 - Weekly Teleconferences
 - Quarterly Off-Sites
 - Best practice: “Circle of Excellence” (internal) trips for learning, development and best practice sharing
 - Best practice – rotate meeting planning responsibility
 - Annual Meetings
- Use incentives and contests across the Region to foster a sense of team
- Communicate best practices regularly across markets
- Communicate best practices regularly across company
 - Highlight team accomplishments
 - Share lessons learned
 - Share feedback on tools and/or processes
- Mentor General Managers
- Improve upward communication
 - Proactively seek employee feedback on changes that will impact employees’ job responsibilities and performance
 - Assist with the creation of pilot timelines and scale to include ample time for feedback
- Improve downward communication
 - After considering employee feedback, explain the reasons behind decisions made to promote trust and empower employees to take a sense of ownership
 - Connect with employees by delivering significant news personally and promptly
- Make decisions at the appropriate level
 - Allow employees to make decisions within the boundaries of their delegations of authority
- **Aspirational:* Read and interpret current Voice of the Employee (VOE) results
 - Establish the vision for learning and training interventions on leadership topics that were identified in the VOE as areas of opportunity
- **Aspirational:* Create a culture that accepts reasonable risk-taking
 - Create autonomy within boundaries based upon level of risk, allowing employees to make decisions and take responsibility
 - Review internal work processes to identify layers of review that can be streamlined
 - Review recent issues that were escalated for Region Leader intervention and share lessons learned



PRIMARY ACCOMPLISHMENT D

A BARRIER-FREE ENVIRONMENT CREATED THROUGH PRECISE LEVERAGE OF INTERNAL/EXTERNAL NETWORKS

EXCELLENCE INDICATORS

- Deep and sustained internal/external relationships
- Strong, visible brand on all social media outlets and recruitment tools (i.e.; LinkedIn, Glassdoor, etc)
- Degree of employee involvement and connectedness to market community
- Positive and politically neutral personal brand and mindset
- Confidence to engage in open dialog to understand financial return/sense when making decisions on corporate initiatives
- Amount of innovative solutions developed to drive market share and overall revenue
- Seamless roll-out of pilot initiatives intended to drive overall revenue
- The amount of opportunities proactively surfaced to drive and improve operational efficiencies
- The degree to which markets surface innovative ideas connected to company goals and strategies
- The degree to which Region Leader is sought-after as an industry leader and thought partner
- **Aspirational:* The degree to which the networking approach is formalized (ie key internal and external stakeholders and a plan of engagement are identified in each market and region level)

KEY ACTIONS

- Create an internal and external stakeholder map for each market, inclusive of community leaders, politicians, agency partners, key clients and organizational partners (Regional HR, Corporate HR, Legal, Finance, etc)
 - Develop collaborative partnerships with all roles necessary for market success that are based upon mutual trust and respect
 - Connect with top 10 clients in market on a regular basis by offering lunch, dinner, or entertainment as an opportunity to get to know them, their business and their marketing needs
 - Attract new client partnerships and leverage existing local relationships in the market to help raise awareness of community issues and garner client support
- Leverage corporate relationships to capitalize on opportunities, assist with removal of barriers and facilitate discussion and collaboration
 - Build coalitions at every level of the organization and within every department
 - Share Regional direction and enroll cross-functional team members' support
- Identify barriers to productivity (limiting beliefs, inefficient processes, lack of skill or knowledge, and/or amount of approvals required)
 - Be open and accessible to employees surfacing barriers and requesting your assistance
 - Use judgment and discretion when deciding upon which challenges to act “pick what battles you take on” and when you speak up
 - Determine frequency and impact of barriers to productivity



- Create action plan to remove barriers
- Serve as the lynchpin between Corporate and the Field
 - Help set corporate priorities at the local market level and lead change
 - Establish and communicate a “chain of command”
 - Proactively and bi-directionally filter and communicate change and market needs
 - “Manage up” and share feedback from the field, where relevant
- Ensure every team meeting has an agenda and data to analyze so the team can assess plans of action and help determine next steps
- Create and keep evergreen a strong, visible brand on social media outlets
 - Review social media outlets and company news regularly
 - Acknowledge and address positive and negative publicity with transparency
- Coach and support GMs with critical market-level challenges:
 - Terminations of underperformers (HR)
 - Contracting issues
 - Legal issues

PRIMARY ACCOMPLISHMENT E

A STRATEGIC APPROACH TO MARKET LEADERSHIP

EXCELLENCE INDICATORS

- Annual strategic market development plan for each market
- Tight alignment of Region Leader and GM on market development KPIs
- Deeper penetration (and higher volumes sold) into existing target (top tier) clients, as well as new strategic targets
- Visibility of market’s top 50–110 accounts at each local market
- Key priority relationships identified and fostered in partnership with GM
- Company is positively perceived in the market
- Transparent and proactive communication of market performance and risk
- A risk mitigation mindset where risks are proactively identified, elevated and addressed in a timely manner
- Low incidence of revenue loss due to operational disruptions
- Contingency plans documented for crisis situations

KEY ACTIONS

In Q3/Q4 time frame, collaborate with GMs to build an annual strategic market development plan (for the following year) for all markets under purview that advances the company’s initiatives, identifies growth opportunities, mitigates risk, and includes targets, goals and ownership/accountability for the following:



- Financial stability and revenue growth
 - Financial targets: share of wallet, profit, revenue, profit, etc.
 - Growth goals: key accounts, new business, diversity of product/service sales
 - Yearly budgets for the market, each market and each department.
 - Opportunities and potential risks within the market/SWOT analysis, leveraging market research.
- Organizational effectiveness
 - Sales team productivity and efficiency goals: cost of sales, sales pipeline/funnel speed, conversion rate, CRM utilization and activities, forecasting accuracy, market planning, etc.
 - Talent management and resource allocation
 - Culture
- Establish a system of measurement for tracking and sharing progress against strategic priorities and market development targets.
- Foster alignment with GMs and corporate on market development plans and KPIs; empower GMs to drive the initiatives outlined in the strategic market development plan.
 - All GMs successfully complete the Strategic Planning eLearning and coaching curriculum.
- Leverage strategic market development plan, SWOT analysis and market research to proactively establish standards, protocols and contingencies and assign accountability for potential market risks, including:
 - Financial risk
 - Review top 50 accounts by market with GMs monthly
 - Identify potential client or revenue attrition risks
 - Develop plans to balance revenue mix and strengthen pipeline to protect budget from unexpected client or revenue attrition (ie where risk is defined as top clients accounting for 60% or more of monthly billing)
 - External risks/trends: Proactively identify changes in the government/political landscape and potential impact for market and clients. Scan media for information related to economic and industry trends that could impact market and clients
 - Mergers and acquisitions
 - Restructuring economic factors – threat of recession
 - Aging and departing workforces
 - Regulatory and compliance related issues
 - Industries expanding
 - Funding of existing and new businesses
 - Operational risks: In collaboration with GMs, establish and reinforce operational standards, such as:
 - Server heating, ventilation, and cooling protocols
 - Back-up generator testing and compliance
 - Equipment safety-checks and protocols
 - Workspace cleanliness protocols (i.e. clean floors, coffee cups with spill proof lids in control room)



- Employee safety: In collaboration with GMs, establish and reinforce employee safety, such as:
 - Ensuring all markets have a site evacuation plan
 - Severe weather emergency protocols and resources
 - News personnel safety practices when reporting from dangerous locations (i.e. triads)
 - Market safety protocols (i.e.; parking lights)
- Reputational and talent risks
 - Establish measures/checks to protect and advance the company's brand
 - Ensure a robust talent pipeline for key roles (i.e. leadership, other key talent); "upward mobility" mindset and tracks necessitate unique recruitment, hiring and promotion strategy.
- Establish a communication plan with GMs to align and reinforce the market's strategic plans with all employees, and to ensure risks are elevated to corporate and addressed in a timely manner.
 - Communicate strategic plans to markets at an annual meeting and in market visits throughout the year.
 - Integrate strategic messaging into all employee communications.
- Assess progress quarterly with GMs on the strategic market development plan and make strategic adjustments as needed.