# **IS 607 - Final Project - Proposal**

# Proposal describes your motivation for performing this analysis.

I like how Kahan has used analogy of 3 views to Leadership styles:

<http://velvetchainsaw.com/2011/09/14/using-rear-view-mirror-see-ahead/>

## 1. Rear View

Leaders that depend upon the rear view use data and experience for their decision making. Why? Because that’s what they know. It’s fact. It’s data. It’s what has happened in the past.

Kahan says it’s a mistake to confuse data with what is ahead. The past only shows where you’ve been, not where you are going.

He said it was like trying to drive your car while looking in the rear view mirror. Obviously, you wouldn’t want to drive focused on what is behind you or you would have an accident. Yet many leaders drive their organization’s future based on the data from the past.

## 2. The Headlights – What’s Immediately Ahead

Leaders that rely on what is immediately ahead for their organization identify their customer’s needs and their business challenges for their decision making.

Kahan says this is like focusing on where your headlights shine. Your low beam headlights illuminate about 100-160 feet ahead of you.

Most good drivers can see about 12-15 seconds ahead of them. When stuck in traffic, drivers can see about one block ahead of them. At high speeds it may be about a quarter of a mile.

But is that enough? Does that view provide enough information to lead an organization into the future or just 12-15 seconds or a quarter of a mile ahead?

## 3. The Travel Advisor – Looking Into the Future

These leaders look to futurists, trendsetters and thought leaders when they are making decisions.

It’s similar to consulting a travel advisor or map to see where you are going when you take a trip. Travel advisors and futurists have an eye on what’s ahead.

## Motivation:

Currently at work we have an excellent dashboard which may be comparable to the analogy of ***Rear View***. We use past data to see how we have performed by looking at number of calls and sales. We also focus on Key accounts which may be comparable to ***The headlights – What’s immediately ahead***. Focusing on Key accounts ensures us that our top customer are well taken care of. After every performance meeting we are left with one question staring at us. The question is what is the optimum number of calls that a rep should make to yield maximum number of sales? I would like to attempt to answer this question by exploring and analyzing to see if I can answer this question, by taking into account different scenarios and variables and using different tools and skills have learnt. This will allow me to be ***The Travel Advisor – Looking Into the Future***