

# ***The Go To Market Leadership Dojo***



## **Growing Your Next Generation of Go To Market Leadership**

By Ken Rutsky

## About Ken



Ken Rutsky is B2B Sales and Marketing Consultant focused on helping his clients to breakthrough and be market leaders. Ken is the author of the book *Launching to Leading: How B2B Market Leaders Create Flashmobs, Marshal Parades and Ignite Movements*. Ken has spent 20+ years in B2B business development and marketing roles, launching the Intel Inside broadcast co-op program in 1991 and then the Internet's first affiliate marketing program, Netscape Now, while at Netscape from 1995-99. Since then, he has been CMO at several start-ups and ran Network Security Marketing at McAfee where he developed and executed a marketing strategy that grew their web security business from \$60M to nearly \$200M.

Today, as the Founder and President of KJR Associates, Inc, Ken leverages his learning from a 20-year Silicon Valley career to help his clients lead their markets. Ken has implemented and honed his Breakthrough Market Leadership framework, successfully implementing this framework at dozens of clients including FireEye, Nimsoft, Sophos and others. In his 6 years of practice, Ken's clients have generated over \$6B of shareholder value through IPOs and acquisitions. In addition, several others have reached private equity valuations of \$1B+. Ken is a past contributor to Cloud Computing Journal and Cloudbook, a well-regarded speaker and blogger having presented at conferences including The B2B Awards, CloudExpo, the RSA Conference and various user groups and meetings.

Learn more about and get in touch with Ken at [www.kenrutsky.com](http://www.kenrutsky.com) .

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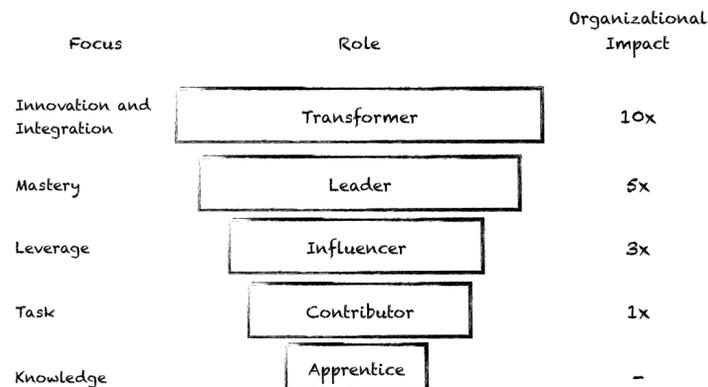
# Being a Go To Market Leader

To be successful, sales and marketing leaders, product leaders, and growth leaders, will inevitably need to lead a Go To Market initiative, strategy or organization. This is one of the most important, rewarding and challenging role that you can take on in your business career. To be an impactful and successful leader of a product, product line or company's Go To Market, you must have mastery across in skills, strategy, execution and leadership.

Some, like Steve Jobs or Mark Zuckerberg are natural Go To Market leaders. Reading their biographies is fun, and sometimes insightful, but this doesn't give us any guidance or roadmap for our own success, anymore than reading a Bruce Lee biography can turn us into a martial arts master. For the mere mortals among us, we need a roadmap to success and support in achieving it. With those, we can learn and master Go To Market leadership. And the impact on our organization in doing this can be tremendous, as large as a 10x impact on organizational success.

As organizations expand and scale, they need find more effective ways to develop a next generation of Go To Market leaders. These future leaders need way to learn the art of Go To Market leadership so they can master not just skills, but strategy, execution and leadership.

## Go To Market Leadership Journey



Unfortunately, potential Go To Market leaders are typically overwhelmed with tasks, just like the rest of us. Emerging leaders may have skills development plans, which while necessary are not sufficient. While skills training and mentoring can have a short-term benefit in contribution, it is never enough to help the aspiring leader deliver leverage, leadership or transformation for the organization.

Organizations must have a plan and strategy to develop their Go To Market leaders from apprentice, to contributor, to influencer, to leader, as shown in the progression above. And they must do it fast, and in a way that recognizes both the contribution and the limitations at each step of the ladder. With that in mind, before we tackle the how, let's first get a clear understanding of what it takes for a leader to achieve Go To Market mastery.

# Go To Market Mastery - Three Core Competencies

## Competency One: Know How

Great Go To Market leaders “know how”. They have the **knowledge** of their industry and competitors. They have the skills of a great marketer, salesperson and product manager rolled into one. And they understand **how** to use that knowledge and skill set to solve problems, create value, and uncover opportunities. While having domain knowledge like a Jedi Master, and the breadth of skills of a Renaissance Man is critical, at the same time, masterful Go To Market leaders understand that they need to also have a focus on the other two competencies, execution and leadership. Without these, they never raise their contribution beyond their bandwidth, or their influence beyond their formally defined scope.

## Competency Two: Execution

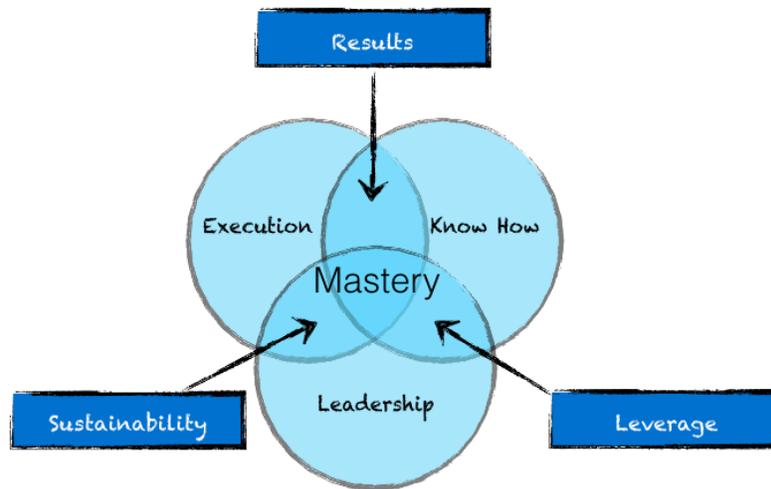
Thomas Edison famously said, “Success is 1% inspiration and 99% perspiration”. Without effort, Know How and Leadership go to waste. Go To Market leaders not only need to think and acquire skills, they need to execute. And they must do so with commitment and tenacity. Entrepreneur and philanthropist Naveen Jain said, “A great strategy alone won’t win a game or a battle; the win comes from basic blocking and tackling”.

At the same time, as the Prussian Military legend Helmuth Von Moltke observed over 100 years ago, “No plan survives first contact with the enemy”. In today’s competitive and fast moving markets Go To Market leaders also must stay flexible and agile, learning from new data, and adjusting strategies and tactics accordingly, without losing sight of the big picture and objectives.

## Competency Three: Leadership

Know How and Execution can combine to deliver outstanding results. However, without Leadership, they don’t achieve leverage and can’t be sustained. Go To Market Leaders know that leading their market means going beyond what they can achieve alone, Market Leadership is a team sport. But leading the team is just part of the Leadership competency. Go To Market leaders actually must also lead the market, through not just their team, but through thinking, external influence and action.

## Go To Market Leadership Mastery Model



As show above, Got to Market Leadership Mastery requires Know How, Execution and Leadership. Combining these can deliver results, leverage and sustainability. However, achieving excellence at all three of these competencies is a tall task, yet one that organizations must take on.

Senior leaders who are trying to enable and grow the next generation of Go To Market leaders, like those they wish to groom, are time strapped and task focused. And while they have the intent to groom and train, they often simply don't get to it. And when they do, if is nearly always ad hoc and unfocused. The truth of the matter is that this is hard, and there is no model. Multiply this by 10 or 100 fold in a larger organization or portfolio and we see how this gap is frustratingly hard to close. We clearly need a new approach.

## Building Your Go To Market Dojo – 5 Keys to Success

The martial arts Dojo provides a great metaphor for enabling and growing the next generation of Go To Market leaders in your organization. Dojo, in Japanese means a “Place of the way”. Like a Dojo, we need a “place of the way” for Go To Market leadership. A supportive yet achievement oriented approach that recognizes both individual achievement and advancement, but also exists for the “higher good”, the excellence of the practice. The Dojo also welcomes all comers who are committed to “the way” regardless of skill set or experience. “Students” progress at their pace, while being held accountable for their own results. Here are the five keys to success in building your Go To Market Leadership Dojo.

**Create a Community Space** - To build leaders, you need to create a safe space for collaboration and learning. This space can be physical, virtual or a combination of both. The important thing is it has a place, a name and a common purpose, which is the pursuit of Go To Market Leadership mastery. Whether creating a virtual space or physical space, having periodic get togethers, like “hack-a-thons”, workshops and even social gatherings, creates the true “place”.

**Recruit and Organize Practitioners** –To build the community, you must recruit and organize the practitioners, inside and even outside of your organization. Go To Market Dojos gain strength when a variety of backgrounds and levels of accomplishment are put together for collaboration.

**Reward and Recognize Achievement** – Whether formal or informal, make sure to recognize achievements, effort and even failure. Embrace learning, co-creation and best practice sharing. The Dojo also can be used to create leadership opportunities within the “Dojo”, further growing skills and confidence of participants.

**Have a Masterful Leader** – The Dojo “Master” or Sensei, is accomplished and recognized, yet still part of the whole. His or her role is to inspire and lead the community. Pick a recognized leader, but not necessarily the executive in charge. Who is the one that is looked up to in your organization or community, choose them.

**Create a State of Mind** – Encourage excellence, practice and collaboration. But also fun and engagement. The Go To Market Dojo should be energized and a cradle of innovation. Define and share your values, what matters and why.

## Get Ten Times the Impact From Your Leaders

Go To Market Leaders are critical to your success. Building and grooming the next generation of leaders can have a magnitude or more impact on your business, while allowing you to groom and retain top talent in your organization or portfolio. Find a place and a way to get it done now!

**Need help building your Next Generation of Go To Market Leaders? That’s what we do; we can help you set up your Go To Market Leadership Dojo in 30 days!**

**Contact us to learn more at :** [inquiries@kjrassociates.com](mailto:inquiries@kjrassociates.com) or request a free opportunity assessment at [https://calendly.com/ken\\_rutsky/](https://calendly.com/ken_rutsky/)