



DO BUSINESS FASTER™

Jim's Profit Accelerator 223

Duh

A study by Google a few years ago used people analytics to clarify how to onboard new hires better. Here's one of their tips: *Managers: Meet your new hires on their first day.* ** Duh.

If the question is how to get your leaders to focus their folks on doing the right stuff (almost always worth looking at), what do you do about it? I mean after setting the goals, having the weekly one-on-ones, and trying to find simple metrics to track progress (or not).

SPEED BUMP: Try doing what you know you should do. Duh.

We're awash in ideas to do better, but it's what we do about it that matters. You already have enough ideas for this week. In fact, new ideas may be your latest way to avoid digging in to the place you ought to dig.

Forget about Marie Kondo, as appealing as that kind of cleanup might be. It takes too long, it's mostly non-payoff work, and it's dreary escapism. Instead, try these three steps:

1. Ask each of your leaders what the top thing is they could do this week to move toward their goals.
2. Ask them individually.
3. As you listen closely (you already know that's vital), ask them these follow-up questions:
 - **Why now?**
 - **What is your first step?**
 - **What's in the way?**

Error alert: If your reaction is "I already do that," watch yourself this week to see the likely truth that you *think* you do, but you really don't DO it with all three questions. If you do it with only one question, you're skipping along, trying to keep up. Instead, slow down, choose more carefully, and execute a little more fully.

Perfectionists, this is for you: Before you do the above, cleanse your list for this week to just three things that matter, and then do them. Anything else—anything—is a plus, but not a reason to change course. Otherwise you're driven by the outside forces that you blame when performance isn't what you want it to be.

SPEED BUMP: It's what you **do**, not what you know.

Since we all have more ideas than we can act upon, what to do? Here are three starters:

- Do the three numbered steps above.
- Observe what happens.
- Decide whether to repeat next week.

ACCELERANT: What's your top thing to do this week (just one)?

For more information on how you can accelerate revenues and profits in your business, please call or email me.

A note on **SPEED BUMPS:** Use them to click quickly with an idea that can immediately be implemented in your life as a business leader. Think: "How can I use this today?" or "Who can use this?"

**Adam Grant, MIT Sloan Management Review, Winter 2019

For more information, visit www.grewco.com.

Jim Grew, the Business Defogger and Accelerator, helps leaders discover hidden opportunities within their businesses and exploit them for dramatic results. Jim has led 9 businesses, worked in 31 companies at C-level, and is an expert in strategy and executive leadership. He presents regularly to industry groups, mentors business leaders, and shares insights in his Executive Letter (above). Jim holds BA and MBA degrees from Stanford University. In his new book, *The Other Side of Succession*, he shares how to plan for the future by growing your business now.

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