

Jim's Profit Accelerator 95: The Promotion Toolset

A job promotion is near the top of the list of the worst good news, kind of like the Willie Nelson song, "The Last Thing I Needed First Thing This Morning." Yes, the status, confirmation, power, and money feel great, but a few parasites can climb aboard uninvited, doing surprising damage to a previously successful leader.

Which of these has latched onto you?

1. **The levers of change disappear.** Successful leaders learn who gets things done (not how to get them done), and who to go to when priorities need to shift. Leadership is as much about who as about data, though it takes both to become a consistent winner. When you move up, your key list of leaders evaporates, and it takes time and painful errors to find out who can now pull the wagon. Curiously, more power requires more help from others for success, as all CEOs know.
2. **Self-management systems start creaking.** Your self-management systems are customized to your work and goals. When your pace, problems, and people burst out of the gate, you're woefully unprepared to balance inquiry, study, accountability, and guidance. This means your personal tools for managing time, priorities, and results all require adjustment on the fly, which is destabilizing at the least.
3. **The flood of questions rides a wave of problems you've never faced before.** With a promotion, the face of problems changes. The places you looked to before don't have enough information, and parsing the news to find real targets of opportunity is just tougher. It's a killer wave, moving at deceptively new speed.

SPEED BUMP: Are you doing what has worked before?

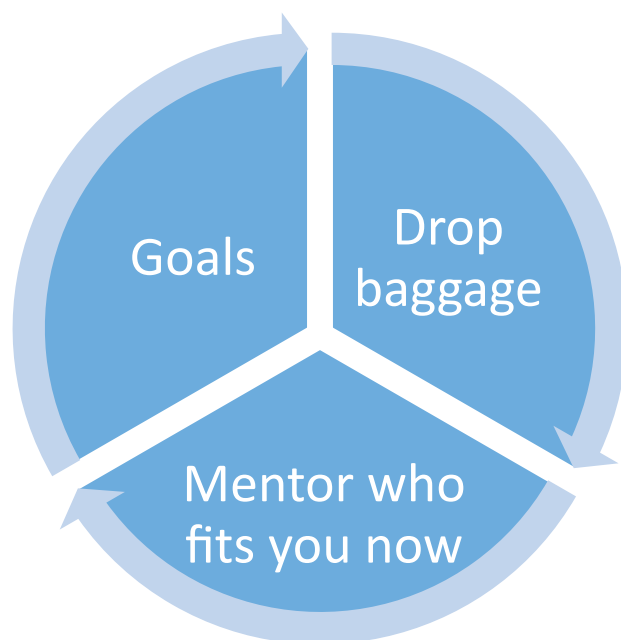
The real question is not finding a solution to the current problem; it's finding your new toolset in time. One client, head of a successful 40-year-old firm with 140 employees in Oregon and California, started the three-step process for survival. It wasn't pretty at first, but it yielded earnings three times higher than the prior year! The steps:

1. **Get clear 3-month and 12-month goals for the business, and yourself.** Clear goals offer a frame to decide what (and who) to work on. Otherwise the inputs will drown you.
2. **Drop empty baggage.** Some of the people and much of the work that you did in your former life are no longer at the center of the fairway. They are comfortable diversions. Visit them for solace, not progress.

- 3. Get a mentor who can keep up.** Probably counterintuitive, since the affirmation of the promotion boosts most folks into believing that they can do it, even though commonly they also feel like a fraud in the new job. As a result, to prove that you can do it, your willingness to seek powerful help drops, leaving you with advisors who are either narrow but deep (CPA, attorney), or over their tips (your friends in other positions).

Swimmer (and Olympic medalist) Michael Phelps has had a coach since he was 11 years old. That coach, Bob Bowman, offers this gold medal advice about why coaches are vital: "It's a lot more about the how you do it than the what." ** Simplified: even if you think you know *what* to do, adapting the how to yourself is vital to future success.

SPEED BUMP: Without the right mentor your brilliance will be shrouded.



ACCELERANT: What goals and people need to get off the bus so the bus can make it up the hill?

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

*CD: 16 Biggest Hits: Willie Nelson

** *Wall Street Journal*, 5/13/16, p. D8.

For more information, visit www.grewco.com.

Jim Grew is an expert in CEO-level strategy and executive leadership whose clients refer to him as the Business Defogger and Accelerator. Jim helps leaders swiftly discover the hidden opportunities within their businesses and exploit them for dramatic results. Nearly three decades of success as a COO and CEO coupled with his experience running nine thriving

businesses provide the foundation for his consulting work as president of the Grew Company. He presents regularly to industry groups, mentors business leaders, and shares insights on his blog, BizBursts.com: <http://bizbursts.com/>. He holds BA and MBA degrees from Stanford University.

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