



DO BUSINESS FASTER™

Jim's Profit Accelerator 180 **It's the Process, Stupid**

Whether or not you remember Bill Clinton's winning campaign slogan, this one is apparently what Nick Saban is about. After winning his sixth College Football Playoff National Championship he said, "It's not just about winning the championship. There's more to it than that." It's about his famous Process, which emphasizes doing things the right way over results.*

This is not about Saban's process; it's about yours. Every leader and every organization have a process. It's called "how we do things here."

SPEED BUMP: Exceptional organizations work at defining, communicating, and improving their process(es).

Others give lip service to **defining** by parking their processes in the annual plan in a folder in the drawer, and returning to "how we do things." This guarantees that valuable change may happen, but its life will be short.

Communicating process is done mostly in two ways:

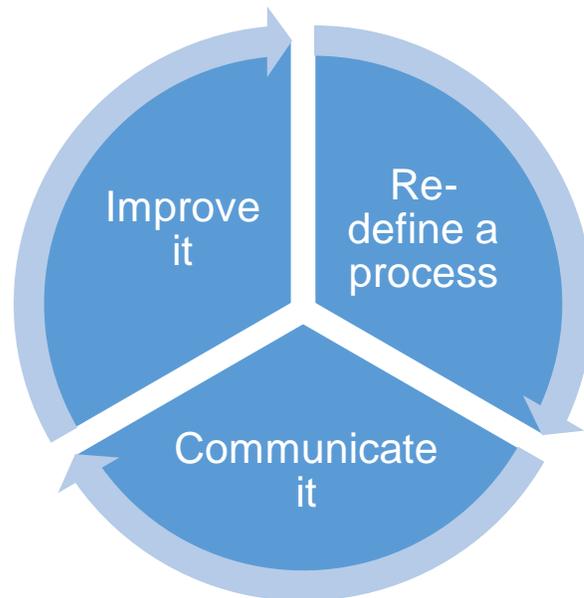
1. Leader communicates; others listen and follow (or not).
2. Outcomes data reports both "how we're doing" and what needs attention. The best data is simply presented, naked, to all employees daily.

Rubrik, a tech unicorn (valuation over \$1 billion) with explosive growth, works hard to remain "transparent." Co-founder & CEO Bipul Sinha requires that board meetings be open to any employee, for example. That transparency fuels intense loyalty and commitment among its people. Hard to argue with success.

Refining processes is the sexy member of the triplets, occupying most of the press and much of the mind space among both leaders and employees. The problem is that refining can easily crowd out mastery, risking both weak outcomes and dismay among your best employees. Specifically, if things change faster than I can manage them (let alone master them), I'll shift to self-protection or minimal contribution just to stay safe.

A company with lots of "B" players and good processes will beat an organization with "A" players and lousy processes. Maybe not in the sprint to mid-year, but, as the years pass, the process company will pull into the lead, even without superstars. The problem with "process-free" companies is that the power and skill is in the heads of a very few, and growth will swamp the few even as they are muttering, "It's been working for years; what happened?"

Here's how it looks:



If you look around and the one or two top leaders have the processes in their heads, you can bet that innovation is slow enough to open the door to competition. Here are the steps to change that:

1. Delegate responsibility for all processes except for major investments. Delegation forces training and grows the sense of ownership that produces improvements by the folks who know what will work and want the benefit of the improvement.
2. Applaud improvements as they are tried, even when they don't work. Applaud trying, and you will get both a boost in morale and acceleration in improved processes—and results.

ACCELERANT: What will you delegate this week?

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?”

*New York Times.com, p. 1, 1/9/18

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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