



DO BUSINESS FASTER™

Jim's Profit Accelerator 190 From Molecules to Management

The successful entrepreneur is almost always master of the molecules of his business. Broad overviews entertain, but details frame success and the problems that threaten to drown success. The capacity to extrapolate from molecules to selective action separates the successful from those merely working hard.

Success, however, comes with growth and some complexity, stretching the entrepreneur's capacity to track molecules effectively. After working harder and simplifying personal processes, he hits the wall: the pile of unanswered questions rises, threatening success and personal peace of mind.

SPEED BUMP: Molecular management is an oxymoron past a certain size of the firm.

So then what? There are two choices:

1. **Micromanage:** The management pejorative of all pejoratives, some micromanagement is the price of great success. The secret, however, is to change the list of molecules to watch. Shift from every molecule to indicator molecules: These are details that contain the results and problems of groups of molecules. The test is that indicators will mark areas of expert performance or areas that need remedial work.

SPEED BUMP: Track details that monitor multiple activities.

2. **Learn to lead, not just manage:** To simplify, management is control, leadership adds direction and oomph. The space to lead comes from uncompromising development of leaders who can manage. Their test is whether their results are consistently healthy enough to reduce the CEO's need to micromanage, along with the assurance that they'll seek help soon enough. This last is, strangely, unusual in otherwise solid leaders, and the place where mentor-style leadership pays off. Mentor-style leadership focuses on finding and guiding direct reports who can and will learn to draw excellence from their people. It's the other way to deliver the results.

SPEED BUMP: Successful growth means shifting from molecules to people.

The trap is to let weak people pull the leader from results to babysitting. It hides in the concern to "give people time," to "be fair," and so forth. In fact, clear performance numbers are the only fair way to give your people a chance to shine. If their performance goals aren't simple, clear, and indicated at least weekly, success will elude you both.

The team lead in a medical office was a good worker promoted to manage a team of three (including herself). Until collections dragged no one mentioned to her the two things that prompted a turnaround: She is responsible for the results of her team, and receivables need to stay within the aging targets. After the discussion, collections miraculously improved! Everyone assumed that she knew what her job was, when in fact she didn't until she was told.

ACCELERANT: Which leader will you grow?

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?"

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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