



DO BUSINESS FASTER™

Jim's Profit Accelerator 271 Three Profit Power Tools

These three tools are not new, but linking them and executing them religiously can impact results and morale in surprising ways. In one large printing company, profit increased 30 percent year over year by reducing waste. No surprise there. The surprise was that this goal eluded management for several years until they used the steps outlined below. Warning: These look easy to start. They demand discipline to maintain over the long term (like most things that have high impact).

SPEED BUMP: Aiming profit drivers can impact results in surprising ways.

The Power Tools:

1. Structure
2. Measurements
3. Reviews

STRUCTURE: The secret is work groups of 5–12 folks with a team leader. The people should be grouped by the relationships of what they do, such that what each of them does will impact the others, for good or ill. The secret sauce is that the team leader charges **them** with the responsibility for their team's results. The shift is that the boss seldom gives direction to anyone, but instead asks questions to guide them.

MEASUREMENTS: These are two or three items that have major impact on profit. They are not overhead. They are commonly measurements of shipments or sales (how much), efficiency (quantity per unit of time), or quality (how well). These items are sometimes called profit drivers. What matters is that they impact profit, they can be measured reliably (daily or weekly), and the measurements can be explained readily to the folks doing the work. These measurements are posted daily or weekly, for all to see.

REVIEWS: This describes two brief meetings: team (10 minutes) and team leads (20 minutes). Daily meetings are best, but weekly will do. The agenda is always the same, mostly listening to the folks doing the work and their leads. The topics are results from yesterday, problems for today, and key actions for today. Discussing them out loud allows everyone to know results and plans, and to offer ideas to do better. Leaders ask and listen a lot and use questions to guide the agenda.

SPEED BUMP: Information flows up, not down, in this system.

A bigger secret: Like most leadership tools, these require individual practice and discipline to be effective. Folks who spend their time changing them to make them better will have disappointing results. Folks who spend their time understanding and applying the nuances that empower these tools will be amazed at the way their teams perform.

ACCELERANT: Where will you test these power tools?

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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