



DO BUSINESS FASTER™

Jim's Profit Accelerator 253 The Royal Three of Leadership

For leaders who are managing managers, the plus is more hands to help. The minus is that all those hands need to be mostly working on the right stuff. Reams have been written about communication, goals, alignment, etc.—and all of that matters. There is a different problem for the leader of the leaders, however: how to guide without personally drowning.

SPEED BUMP: The data flood at the top is dangerous.

The data flood is performance, people, business problems, hurtling toward you in a jumble. There is a way to wring it out, without resorting to the Phil Knight approach of never answering letters from his only salesman, in the early years (from his book, *Shoe Dog*)!

The organizing system has three parts (you knew it would):

1. Weekly Executive Team Meeting
2. Weekly One-on-Ones
3. Weekly KPI's

Of course, these must ride atop the foundation twins: Budget and Operating Plan.

Before you dismiss these, saying something like “we do those,” please read on to see how much improvement could be in store for you and your business.

SPEED BUMP: Discipline may be the least practiced top business tool.

The discipline isn't in building an annual budget, even if it has monthly and quarterly targets, broken out by major department (division). The discipline isn't even the key initiatives that are your operating plan for the year, the way you'll improve results. The discipline isn't even the monthly review of actual versus budget, rare as it is.

SPEED BUMP: Monthly results reviews are useless without related action.

The point of the organizing system is to provide repeated focus on what matters, instead of giving in to the spasm of the moment.

Here's what makes them work, and requires superhuman discipline (why do you think so few companies deliver consistently strong results?):

1. **KPI's:** Only three (how much, how efficiently, what quality level) measures, defined clearly, communicated at least weekly, if not daily, to the entire organization. This is the hardest of the three, because it's so hard to define and then produce the data reliably.
2. **One-on Ones:** The same agenda every week, managed by the subordinate, listing items by their impact on results—and within a rigid time limit (usually half an hour). It answers these questions:
 - How did we do last week?
 - What do we need to do this week?
 - What's in the way of doing those things?
3. **Weekly Executive Team Meeting:** Follow the same frame as one-on-ones, except the targets are company results, initiatives, and actions. This requires a firm agenda, and only one hour.

The story: We doubled revenue and more than doubled profit in several companies in different industries (health care, consumer products manufacturing, B-to-B manufacturing, distribution).
The discipline: We held to the framework, struggled and sweated (just like you do), and got there (sooner than we hoped).

ACCELERANT: When will you institute your Royal Three?

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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