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Three Things You Absolutely Must Be Doing for Success

Know Where You are Going. Have Your Staff Know That Too.

You need to have an idea about where you want to be in five years, ten years, or whatever your long term time horizon is, and your organization needs to share that vision. When they do, they will take you there. The key is to roll this out in a way that everyone knows and believes in it so strongly that they own it. When they do they will only make decisions and take action that supports your vision. Get everyone on board in that way that they believe it was their idea.

A former client, a manufacturer of custom electronics, wanted to be known as best in their field. They wanted their customers to get the best service and support possible and know that their products were delivered on time, correctly, the first time, every time. Their customers knew everyone in that company would drop everything to make the customer experience a top priority. The company developed a program of formal training, ongoing meetings, one-on-one support, forecasting and development. The entire organization discussed the vision, offered input, and took ownership as if it were their idea. Top management was able let go with confidence, knowing the organization was dedicated to success of the vision.

Top management no longer worried about how the staff would perform. They knew that everyone in the company was focused, had participated in development and adoption of the idea, and had a vested interest in its success. Employees policed themselves to achieve corporate goals on target, every month, every quarter, every year, because they had set the goals.

Have the Right People On Board, Doing the Right Work

The hardest job in leadership is getting performers to perform in ways that benefit the team. To succeed, you must be able to steer your people in the right direction. Not everyone is suited to the jobs they are in. When someone does not fit, it is as painful for them as it is for you. They may be a good friend, a great associate, or conscientious and positive worker, but if they can't do the work then you need someone who can.

Another client, a software company offered outstanding business intelligence products. They had a really nice guy as their marketing manager. He had come from retail, and had forgotten more about retail marketing than most people ever learn. But marketing enterprise software to large corporations is different. This manager was in a box. He did not know how to get CEOs of billion dollar corporations to call him for how the software could improve their business. He was on a learning curve that cost money, took time, and lost opportunities.

People skilled at getting the work you need done are out there. The question is do you have them doing that for you now, or do you continue to train an existing employee to do something they are not suited to do. No matter how nice they are, how well they fit socially, if they can't do the



work, you may be better off having someone else do it. You can keep that current employee as a friend, but off the payroll.

The client software company was fortunate. The unqualified marketing manager “selected himself out,” finding an opportunity in retail that was better suited for him. The client found a more suitable replacement. Had the manager not done that, the company would have had to have what is the hardest conversation in business, telling a friend and associate that he doesn’t fit and it’s time for a change. The client found a marketer experienced in large vertical corporate B2B marketing, getting in the doors where they needed to be.

Measure Your Progress with Real Numbers that Tell the Truth.

The custom electronics manufacturer learned the benefits of performance measurement. In truth there are very few measures in any one business that count, probably less than a dozen. The rest do not measure the basics of good business; customer creation, revenue generation, growth, and cost control. You need to know your pipeline, what you have sold, how well you can deliver those sales, and how well you service those customers. If you are not meeting your goals you need to know why not. Those basic measures will show the truth. Everything else is secondary.

Peter Drucker used to say that management has only two responsibilities; creation of customers and control of the economics required to do it. He was right about this fundamental truth.

The electronics manufacturer measured 15 things. The entire organization was focused on those 15 metrics. Whatever other metrics were tracked, were only there to help predict that the top 15 were on target. They helped to know they were continuously on the way to achievement. They trained like a football team. Everyone knew exactly what their moves were. Every play made was to get and deliver results on time, correctly, the first time, every time.

Just One More Thing

Of course there are other things to be done, but those other things hinge on these three basics. Yes you need good systems and accurate data in place, yes you need good business processes that support lean, efficient operations, yes you need a method in place to handle any contingencies that come your way.

But before you can do these you need these three basics; a shared vision that everyone owns, the right team players in the right places throughout your organization, and the ability to track your operational performance through hard numeric measurements that tell no lies.

If you do these you will become an industry leader. You will be noticed. You will grow rapidly, way ahead of your competition. You will see yourself on the Inc 500 list. You will succeed beyond your wildest dreams and imagination. Just do these three things.

Learn how to implement these three things throughout your organization. Learn how to get your staff to do what you need done the way you need it done.

Call (610) 241-7712 now for a Free Initial Consult to see if MBA can help with these important aspects of running your business.