



MONDAY MOTIVATOR

CREATED BY PERFORMANCE STRATEGIES
MANAGEMENT CONSULTING GROUP

WILL ROBERTSON / JAY McDOWELL

Will@PS-MCG.com Jay@PS-MCG.com

ISSUE 71

562-577-7000

Where to Start Over

When was the last time you, as a business owner, or key manager, looked around and realized that your business had outgrown YOU? At our business coaching and consulting firm we deal with a variety of clients from 5 to 100 million per year and 20 to 150 employees, so we've seen what happens when early business practices hit a wall when a company has become all it can be (with the thinking that got it this far). Many business owners reach a point where their own success becomes their main challenge.



Andy Epstein is an industry thought leader in the field of in-house creative. Andy has written and spoken on the topics of entrepreneurial growth challenges. He says that regarding becoming successful, the good news is that your team is operating at a high level and receiving kudos from your clients and key stakeholders. The bad news is that the practices, processes, procedures and culture that got you to your new evolved state may become harder and harder to maintain in the face of the very success they engendered. As inescapable as the irony of your predicament may be, so too is the need for you and your leadership team to aggressively determine and address your newly earned challenges.

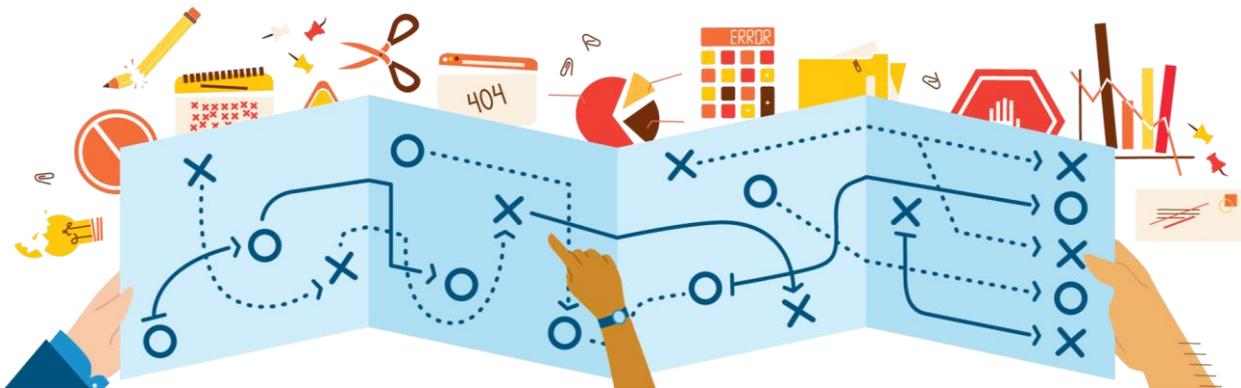
We could not agree more with Andy's assessment. So, what are the key challenges growing companies face, and how might they bring solutions to address the issues? Let's start with a quick inventory of

what most small to medium size businesses are dealing with in today's evolving business reality. John Hall, a contributor to Forbes says:

There's a common misconception that fast-growing startups have it made: They've found a business recipe for success and are on the fast track to making millions. Unfortunately, that's not the case — high growth equals high uncertainty. Think starting a business from zero is a risk? Try taking a risk when you have 30 employees' livelihoods on the payroll.

The consensus of opinions among business leaders we have worked with is that there are many challenges needing solutions for the growing business owner / operator. What follows are some of our observations with clients we have worked with.

1. The biggest challenge is keeping your family happy and constantly deciding when to miss important family events because work demands it. Working hard is not a sacrifice as long as you achieve your ultimate objective.
2. As an organization grows, a key objective is to recruit the talent needed to grow and to ensure you have the right programs and benefits to not only retain this talent, but enable them to perform at their best. The things you can control are the easy part; what takes up time are the changes you have no control over. For example, recent government programs and policies, such as the Affordable Care Act, are requiring companies to restructure current programs to ensure they are in alignment.



3. Another challenge faced by growing companies is balancing the use of capital with hiring the right talent at the right time. It is a balancing act that an entrepreneur must get right in order to continue to build a highly successful business, not only in profit, but also in culture.
4. Balancing the needs of the business — growth, cash flow, new opportunities — with employees' needs is another big challenge. Working with younger employees presents a whole new set of challenges and opportunities that go back to having a culture of growth that everyone buys into. Performance Strategies is focused on bridging those areas and creating a sustainable business model.

5. Your team is growing fast. You may be struggling with setting up career tracks for development teams, project/account managers, and sales/marketing teams, and at the same time you are trying to set up controls and metrics to run all projects profitably.
6. When you have a month of 20 percent year-over-year growth, you are scrambling. It's challenging to get away from the day-to-day tasks and activities and concentrate on the big picture and strategy for future growth.
7. Company culture is generally formed fairly early on by founding members and key management personnel. These individuals work very closely together, making it relatively easy to maintain company culture. But as you start to add new personalities (not to mention additional locations), it can become a real challenge to assimilate all of these individuals and maintain the company culture.



8. Getting the right people on the team can be hard. Some business owners can be picky, but in some cases this is a good thing. If you don't have enough of the right people, then you will try to do everything yourself. At Performance Strategies, we notice that even mid-level company leaders wear too many hats, and it can prevent them from meeting goals and growing the company.
9. Time and Task management is a huge challenge for nearly all our clients. Way too many company founders, owners and operators bind up their agendas based on what brush fires

need to be handled that day. As we like to say ... be careful spending so much time working IN your business that you don't have time to work ON your business.

10. As a fast-growing company, the biggest challenge some owners face is the ability to scale capacity. Many times a company will find they have been able to build the demand, but ensuring we have the right people to execute on this demand is really tough. There are brilliant potential employees, but truly understanding what kind of hires are needed and how to get people up and running quickly, effectively, and productively is one of their biggest challenges.

So, what are the solutions for companies that are faced with any of these challenges? First, take the time to assess the value of investing in a coaching / consulting team with considerable experience in working with small to medium business owners. Then budget for this expense by seeking to reduce costs of operations, while improving sales, customer service and account expansion. When both of these objectives are in place it is possible to mitigate the cost of a coaching team to zero or better. If you have the right coaching team you should be earning more money than it is costing you to have that team in place. This is a key objective for Performance Strategies as well.

In summary, the real question might not be “Where to Start Over.” Instead, it might be When to Start Over.” If you feel your company employees are not working as a team it needs to be addressed now, before your business expands to a point where, without teamwork, production inefficiencies will erase your increased gross margins. Also, if you feel your policies and procedures are not well documented, then bringing new employees on board will slow down the very reason you hired them in the first place as they seek to understand a job that only tribal knowledge can teach. Finally, if you feel the quality of your product or service is as good as you can make it, but increased sales are simply not happening, then it might be time to examine the sales opportunities that are being lost due to lack of company success ownership. Some companies call this “culture.” We call it “nurture.” Teach your teams to sell your company vision by making sure they all know what that vision is.

Will Robertson, Founder / CEO and Jay McDowell, President / MBA are doing business as Performance Strategies as of Jan. 1, 2017. Our offices are located at 1231 E. Dyer Road, Suite 215, Santa Ana, CA 92705. You can reach us at 562-577-7000. Our web site is www.PS-MCG.com Our E Mail addresses are: Will@PS-MCG.com and Jay@PS-MCG.com



Will Robertson, Founder / CEO



Jay McDowell, President / MBA

Our consulting and coaching focus supports management, sales, customer service and operations. Included are sales and management assessment surveys as well as leadership, teambuilding, sales operations efficiency and online tracking projects. Our other team members bring additional disciplines as well. We will showcase them in future editions of this business journal. We are all committed to driving the results you want.