

Building A Leadership *Super Team*

To build your leadership super team, and ultimately to achieve a *High Profit Culture* in your company, you need 3 key components in place and fully operational (see figure). Here they are:

1. *Cohesive Conflict* is Critical

First off, to build a Super Team you need Super Leaders. And specifically you need them in the roles of Sales, Production and Admin/Finance. The owner may take one of these roles when the company is smaller, but ultimately you want to surround yourself with Super Leaders in all 3 areas.

The level of your company will rise or fall to the level of your Super Leaders—it is that simple—so it is critical to staff these positions with A players. Then, set up these leaders with clear direct reports underneath them (every employee should have just one boss, not two) and clear responsibilities and required results (success metrics). Too many companies have messy organizational charts and divided responsibilities where ownership for profit and client results are not clear.

You may think you already have these super leaders, but do they operate at the level needed to reach your dreams? An entrepreneur's dreams can easily outstrip the capacity of his/her team, but then again, entrepreneurs can be hesitant to make a change. My answer to this dilemma... Stop Settling! Always be hiring, constantly upgrade your team, and evaluate and train B players that have the potential to become A players.

To reach the full potential of your Super Leaders you need to form them into a SUPER TEAM. To do this requires *Cohesive Conflict*. This is the magic glue that holds everything together. It requires that everyone in your team can be utterly honest with each other, and stand up to the emotional intensity that comes from debate. The company leader must create a **safe** environment where others can feel safe giving her/him direct feedback, and where the company leader can be equally honest; and where peers feel safe debating with one another.

Developing this camaraderie and honesty is key to developing a successful Super Team.

[Note from Author, to learn more about developing your leadership team, join us in Chicago, January 10th, to learn about "The Power of Collaborative Leadership" Go here for more info: <https://jeffreyscott.biz/services/workshops-upcoming-events/effective-ceocoo-partnerships/>]

2. *Meaningful Metrics* to gauge success and guide the team

The second component to building a Super Team is developing *Meaningful Metrics* to steer and motivate the team. In order to build this scorecard, follow these 3 guidelines.

Have a company-wide scorecard that keeps the most important priorities front and center. We are in interesting times where you can collect ALL the info and data you want, but that can be

overwhelming and distracting. The most meaningful metrics are: Cash, Sales and Production—meet and beat these and you have your greatest chance of success.

1.
 - a. *Cash* is obvious and goes without saying.
 - b. *Sales* (by month, by salesperson and by division) tells you if clients and the market are being served in a way that supports your budget.
 - c. *Production* (also known as *revenue*) tells you if you are able to produce at the right daily and weekly pace to meet budget.
2. Each of your key leaders needs a meaningful metric (or two) that they are accountable to on a weekly and daily basis: the “*domino*” metric for each person—the metric, that when met, ensures that a multitude of other metrics are also met. Identify the domino metric for each person, and you will keep your Super Team focused, motivated and highly productive.
3. There are a few other meaningful metrics that your team needs to manage, in order to live up to their “Super Team” status, and ultimately create a *Destination Company™*. These metrics relate to Marketing, Client/Quality Satisfaction and Employee Development....and of course Profitability (which shows up in many forms: overtime, job cost and gross margins). Notice that *profit* is the last element I am referencing here, because it is the results of the other metrics. Get the others right, and profit will become more automatic.

3. **Bold Breakthroughs will drive your team to new heights.**

The business owner can't have his or her head in the ditch, on the crew, or deep in the day-to-day. When this happens the Super Team loses its leader, and the leader loses his or her ability to think outside the box and establish bold breakthroughs in the business. If you are not working “*on*” the business, you won't sustain your Super Team.

Caveat, there is a type of role that the leader can play “*in*” the business, but it's at the level of networking with key clients, future *whales* (large clients), and mentoring with industry experts. Why? Because this is where the customer needs, industry trends and new ideas will come from that will allow you as leader to develop your bold breakthroughs.

Once you have built your team, and given them their definitions of success, now they need guidance and turbocharging that comes from *bold breakthrough* leadership.

Case Study: Being bold can be both reactive and proactive, case in point. Jeff Ronhaar, CEO of Jeff's Lawn Care, had grown his business into a multi-million dollar operation, but was dependent on one large client (his municipality) and when the city told him they were pulling the contract, they simultaneously told him he had to vacate his property (Yes, these two decisions were connected.) Jeff—after careful rumination with family, key employees and clients, and myself and his peer group I run—decided to re-engineer his business to operate at a smaller size, instead of frantically trying to re-grow his business. He remained a multi-million dollar player, but was now a full third smaller! He pulled his core team together, fired C and D players, fired C and D clients, and re-established his core vision for how to grow. He ended the next year \$400,000 more profitable than the previous year, with more energy, smiles and drive by Super Team. (And today he is larger and more profitable.)

Super Teams achieve high profit

Per the figure at the bottom “Super teams achieve a high profit culture”, you need all 3 components in place as discussed. What happens if you only have 2 out of the 3? Without the owner or CEO bringing the Bold Breakthrough Leadership (pt 1), the company will only achieve low-altitude (mediocre) results. Without the company establishing and consistently using Meaningful Metrics (pt 2), the leadership team and company is likely to crash and burn from flying blind. Without the Cohesive Conflict developed within the team, the company will suffer from infighting in the cockpit, distracting it from all sorts of opportunities and threats. It takes all three to develop the High Profit Culture where your Super Team will thrive.

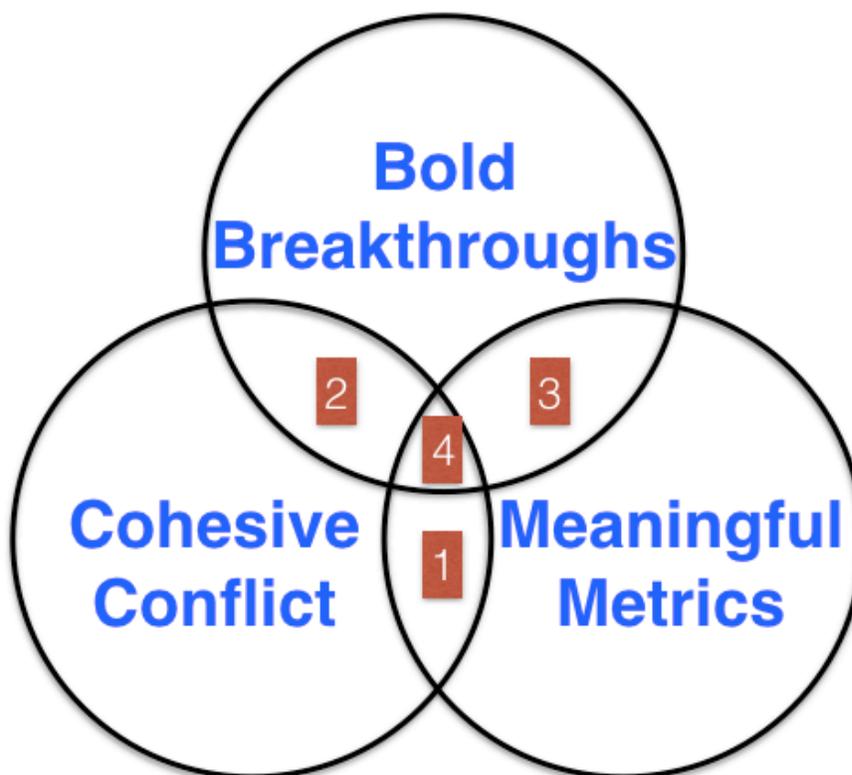
Where to start?!

As you think about how to apply these lessons, consider the age of your players. Experience has its advantage and youthful vigor brings added energy. It is difficult to create Bold Breakthroughs like Jeff Ronhaar did, when your team is stuck in its way. You need vibrancy and adaptability in order to capture new ideas, new technologies and new directions.

As leader, your journey to build your Super Team starts with a clear and compelling Vision. (You can download a free copy of my book *Destination Company*™ to learn how to build and use your vision to lead your company forward: <http://jeffreyscott.biz/freebook>) Once you have clarity of where you want to go with your team, take the following steps: Assess your leadership team for A players, and fill in any holes where C players are holding back leadership. Assess your middle management, and identify where your bench strength is weak. Develop a meeting rhythm that you use to review your meaningful metrics and hold your team accountable. Good luck!

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Super Teams Achieve a High Profit Culture



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1. Low altitude results
2. Crash and burn.
3. Infighting in cockpit
4. High profit culture