



Episode 22 - Leading Groups Effectively To Scale (Part Three: The Four Ingredients)

In Part One of this series we uncovered the best team alignment tools with 1 core truth and 5 key rules you need to follow.

In Part Two, we explored the 20/60/20 model of leadership to keep you from falling back on the false belief that a smaller team is better and sharing the best strategy for managing your team with no added time.

Now in Part Three we'll wrap up the series with the Four Ingredients that are necessary to scaling your business.

Let's Jump Right In

Ingredient 1 - Clarity

As you learned in the first part of this series, people are always moving but they are not always moving in the direction of your mission. The best way to keep them aligned with where they should be headed, is a proper clarity framework.

This is the primary ingredient that all others will build off of.

If clarity is missing you will need to go back and redefine where it is that you want your organization to go.

Here's a scaling shortcut - Have crystal clear job profiles!

"At least 80% of failures in leading groups to effectively scaling your business can be traced back to a lack of crystal clear job profiles"
– Seth Campbell

When I consult with companies this is step one after defining clarity around their mission and goals.

So, what does a crystal clear job profile look like?

Here's another shortcut - Ask yourself, what are the 2 biggest responsibilities or goals for that job?

These are the big rocks.

If they aren't already goals (numbers based) then they are responsibilities. This is fine, but find a way to attach a number to it. They MUST be measurable.

An Example -

The responsibility - Generate sales

The measurable goal - Generate \$1 million of sales.

The responsibility - Client Retention

The measurable goal - Have 80% client retention.

This doesn't mean they don't have other responsibilities. This just means that these are the top *most important* things that must be done in order for the organization to stay on track to scale.

Clarity is the best way to keep your vectors in alignment, just like we discussed in Episode 20.

What's the biggest mistake when creating job profiles?

Putting the how instead of the what. Like discussed in Part One of this series... be flexible on the 'how,' inflexible on the 'what.'

The 'what' will determine the direction you and your business will go.

“You don't want to put the how in a crystal clear job profile, you want to stick to the what” – Seth Campbell

Ingredient 2 - Scoreboards

Take the two big rocks and put them live on a scoreboard for everyone to see. Publicly. Do this for every role.

What do you end up with? Your ranking system you learned about in Episode 21. This is so you can identify your 20/60/20 groups quickly and easily.

(If you haven't yet, go listen to Ep. 21 for the full strategy before moving on here.)

What's the biggest mistake when having a scoreboard?

Adding in any other numbers. It will get too large and the data you are trying to track will become irrelevant.

Consider this, (as restated from Chris McChesney's *The 4 Disciplines of Execution*)

There's a player's scoreboard and a coach's scoreboard. The player's board is visible to everyone with the most important numbers like at a sports game.

The coach's scoreboard in his notebook or tablet has all of the numbers. This is so he can build his strategy.

But if all of that is viewable by the public - it would be a distraction to numbers that really matter, the score. Only he needs to know them.

“It's tough to resist looking at all the numbers... if all that data was up on a scoreboard it would be very distracting. Some people would become more in love with those other numbers and miss how far off the team actually is.” - Seth Campbell

Ingredient 3 - High Communication

Communication becomes easier when the first two ingredients are in place, crystal clear job profiles and your scoreboards.

You'll want to follow the 20/60/20 model for the cadence of meetings. (Again go give Ep. 21 a listen for the full details of this tactical method!)

Inside of your one to one meetings bring your coaches scoreboard and have them bring their players scoreboard.

Ask them to bring the numbers to life in their own words.

This isn't to test how well they know those numbers, but to check on their alignment. As you do this over and over again they should continue to show up ready to go.

Here's some scenarios -

- They've already hit their goal. Ask - Where do you want to go now? What's next?
- They're close to hitting their goal. Ask - How big after this? Once you meet this goal, what's the next one?

“Remember - momentum is highest when they're about to hit a goal” - Seth Campbell

- They've missed their goal. Don't dictate to them what they should do. Ask - What resources are available to you? Who can you talk to? Who can you model? What are you going to do to get back on track and by when?

What's the biggest mistake with communication?

Pretend you're on a highway with a predetermined destination. You're discussing key numbers; nothing more, nothing less. Many times that individual will take you on an off-ramp and the biggest mistake a leader makes is taking the off-ramp with them.

Keep asking questions about the numbers, bring them back onto that highway!

If there is something else they need to discuss, schedule it for another time. Even if it's just immediately after that meeting.

Ingredient 4 - The Owner/Driver Responsibility

This one is mostly for larger organizations and for someone who is in a leadership role whose goals are based on driving the results or numbers of others.

They are the owner of that responsibility.

And those that report to them are the drivers.

The owner is always responsible for what gets completed even if it is on the driver to complete.

In some organizations the owners are the drivers. In some organizations you are the owner and you have drivers. It all depends on what stage of scaling you are in.

What's the biggest mistake when you have owners and drivers?

Your owners are not using these strategies with their drivers! You as the main leader, need to teach them (your owners) these methods to use to manage and lead their drivers.

This is how you will move from being a leader to becoming a leader of leaders and how you truly create a multigenerational impact!

I hope you enjoyed this three part series of leading groups effectively to scale! Don't forget to implement these steps into your leadership for yourself and those who lead your teams. Focus Forward!

Discussion Guide:

Here are a few simple questions to help you determine how you can best use these ingredients in your business.

1. Ask yourself the following questions -

What roles do you currently have on your team? Do you have job profiles for them? If so, can you identify what the 2 big rocks or goals are? (Remember, there should only be two or three.)

2. Is the “What” of the big rocks clear? If not, rewrite them. Make sure they are measurable.

3. Do you have anyone on your team who frequently takes you on the off-ramp during your one on one meetings? Plan ahead now by strategizing a list of questions you can use to help them get back on track.

4. Who are your owners and drivers? List them here. What is your plan for sharing these strategies with your owners in order to keep them in alignment with the direction of your organization?

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