

Achieving Growth Through People



B.O.S.S.TM Workshops
Business Owner Strategic Sessions

February 20, 2013

Special thanks to our Sponsors:





Bryan Gillum, CPA (inactive)
Managing Director
CMax Advisors

- 5 years public accounting experience: Middle-Market Firm and Ernst & Young
- Experience as a finance director, HR consultant & business owner
- Experience with multiple middle market companies:
 - Improve existing employees' performance
 - Analyze staffing needs (and capability)
 - Implement culture of accountability
 - Recruit employees to improve talent

MAX



Chaz Hixen

Director, Recruiting Services

CMax Advisors

- 2 years public accounting experience with a regional firm
- Experience as a Recruiting Manager with a Fortune 500 Recruiting firm
- Experience with multiple middle market companies:
 - Consulting client leadership on staffing needs
 - Evaluating candidates for key characteristics and behaviors
 - Identifying, recruiting, and placing candidates that represent a great fit for the organization

MAX

Overview of Session



- Your organization's culture
- Employees' contribution to your company's growth
- Assessing your company's talent
- Strategies to attract top talent to fuel growth

MAX



Your Organization's Culture



Please answer the following questions:

- Do the employees in your organization embrace or resist change?
- Are your current leaders capable of implementing large initiatives?
- What attributes do your leaders need to develop the most? How will they develop these attributes?
- Which 3 employees produce the lowest return for your company? The highest return?

MAX

Characteristics of a Growth Culture



- Significant change – “Status Quo = Bad”
- Consistently seeking new approaches / methods
- Organization that embraces surprises
- Fast-paced environment
- Hard working employees
- Employees seeking new / challenging work

MAX



Employees' Role in Growth

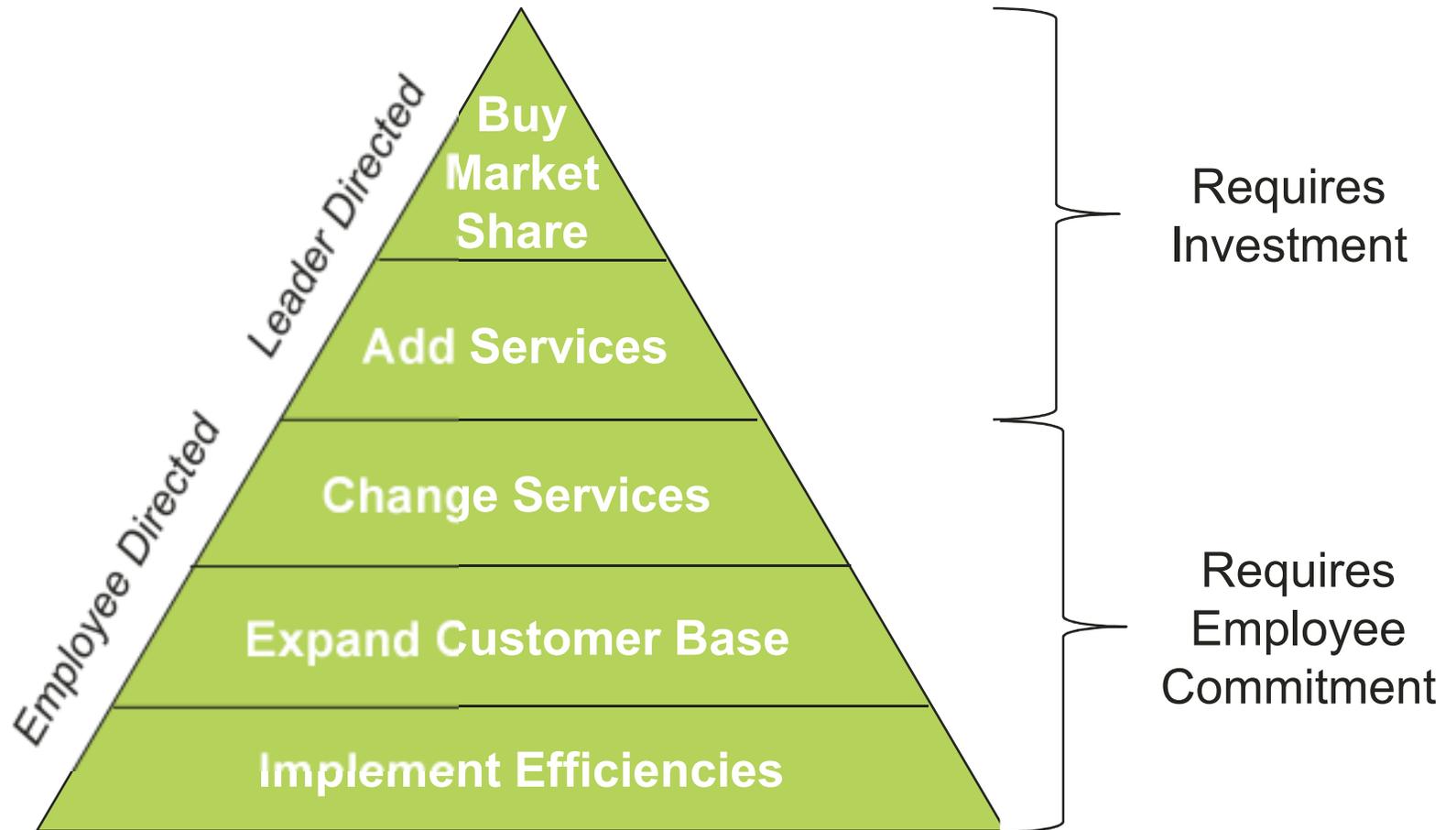


- Growth is more sustainable when employees are involved
- Collaborative approach brings new perspectives
- Many employees seek challenging projects that expand their skills
- Growth provides excitement; improves the team's performance
- Increasing involvement allows others to share in the company's success

MAX



Common Growth Strategies



Employee Impact on Growth



	Strategy	Employee Role	Barriers
<i>Leader Directed</i>	Buy Market Share / Acquisition	<ul style="list-style-type: none"> Assist with analysis as needed 	<ul style="list-style-type: none"> May require significant investment Integration of acquisitions are difficult
	Add New Product / Services	<ul style="list-style-type: none"> Identify new products / services Assist with recruitment / training of new leaders 	<ul style="list-style-type: none"> Requires significant time and commitment Requires identification / recruitment of new leaders
<i>Employee Directed</i>	Change Services	<ul style="list-style-type: none"> Implement new processes / procedures Communicate changes with customers 	<ul style="list-style-type: none"> Requires support from entire department / organization Requires creativity / innovation
	Expand Customer Base	<ul style="list-style-type: none"> Increased business development activity 	<ul style="list-style-type: none"> Requires significant effort and persistence
	Implement Efficiencies	<ul style="list-style-type: none"> Determine / estimate savings opportunities 	<ul style="list-style-type: none"> Benefits are generally lower priority and difficult to realize



Behaviors Needed to Grow



Attribute	Impact on Growth
Embracing Change	<ul style="list-style-type: none">• Growth breeds change; change breeds growth
Initiative	<ul style="list-style-type: none">• Requires relentless pursuit of new business• Growing companies outwork the competition
Innovation	<ul style="list-style-type: none">• Identify opportunities to deliver new services or existing services better
Self-Development	<ul style="list-style-type: none">• Individuals must be committed to personal growth and development• Stagnant employees work for stagnant companies
Self-Confidence	<ul style="list-style-type: none">• Growth requires high level of confidence to achieve success

Companies that grow create a culture that reinforces the critical behaviors that help them succeed

MAX

Employees' Reaction to Growth

Attribute	Common Forms of Resistance	Change Behaviors By:
Embracing Change	<ul style="list-style-type: none"> Inaccurately highlight positive aspects of current state Postpone tasks resulting in change Dispute benefits of change 	<ul style="list-style-type: none"> Identify "desirable" change Recognize and reward change Highlight benefits of new ideas
Initiative	<ul style="list-style-type: none"> Resist pursuit of new business Does not proactively seek new projects Prefers routine / recurring tasks 	<ul style="list-style-type: none"> Increase compensation for additional effort Increase accountability through progress reporting
Innovation	<ul style="list-style-type: none"> Limits focus to current services Seeks routine and structure 	<ul style="list-style-type: none"> Require new approaches Assign books / training programs
Self-Development	<ul style="list-style-type: none"> Focus on projects that align to current expertise Resist adding new knowledge 	<ul style="list-style-type: none"> Create individual development plans Align evaluations to development
Self-Confidence	<ul style="list-style-type: none"> Feel incapable of contributing Focus on tasks that are comfortable 	<ul style="list-style-type: none"> Highlight / recognize successes Leverage individual strengths Assign small "stretch" tasks

Evaluate Your Organization



Evaluate the talent within your organization:

- Proficient
- Capable
- Needs Improvement

Attribute	You	Leaders / Managers	Individual Contributors
Embracing Change			
Initiative			
Innovation			
Self-Development			
Self-Confidence			

Talent Needed to Grow



- What attributes are lacking in your organization? At what levels?
- If you could add 2 strategic hires, what skills / attributes would they have?
- What barriers exist from adding / removing talent in your organization?
- What investment is required to improve your talent?
- Consider creating a long-term plan to add the critical talent for your organization

Companies often need to suffer through a challenging period to secure the talent needed to succeed

MAX



Implementing a Growth Culture



- Eliminate “we’ve always done it this way”, force new processes and procedures
- Help leaders embrace change
 - Achieve and highlight early successes
 - Ask for feedback and align initiatives to their ideas
 - Help individuals understand the impact growth has on them
- Foster innovation
 - Solicit ideas from employees; especially those who are strategic / futuristic
- Praise efforts and results; make it fun!
- Remove people sabotaging growth; hire people who can generate growth



MAX

Overcome Challenges to Attracting GREAT Talent



- Develop a specific strategy to recruiting candidates
 - Consider what makes your organization “stand out”
 - Look at your company through an objective lens
- Build / maintain a strong network to identify candidates
 - People you know are more likely to believe in you (and your company)
- Identify candidates with transferrable skills
 - Evaluate the lost opportunity by waiting for the “perfect” candidate
- Unemployed candidates could be low risk options if managed well
 - Seek eager candidates with undiscovered talent

The company with the BEST talent always wins!

MAX

Questions?



www.timoelliott.com

"What do you mean you don't know what I've been up to recently?! Just follow me on Twitter!"

MAX



Thank You For Attending!



B.O.S.S.TM Workshops
Business Owner Strategic Sessions

Special thanks to our Sponsors:

