



Are You Keeping Pace with Company Growth?

Behave Your Way
to Greater Levels of Success

A WHITE PAPER FROM MYDLACH MANAGEMENT

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Are You Keeping Pace with Company Growth?

If your people aren't growing, neither is your company.

This is one of the guiding principles that I use to ensure the future success of my clients' businesses: People development precedes corporate growth. As a leader, you can be sure that your employee team is expecting you to learn, grow, and lead right alongside them.

Knowing this, are you keeping pace? Evaluate yourself and your company against the following key questions:

- Are you evolving, adapting, and changing to stay ahead of market and competitive shifts?
- Would your employee team agree that you and your leadership team engage them in highly effective, cross-functional performance reviews where key priorities (challenges and opportunities) are identified and incorporated into an operating plan?
- Do key team members (managers and non-managers) participate in setting performance goals within the strategic, financial, and operating plans?
- Is discipline evident in the way you and your leadership team operate, communicate, and manage time, priorities, and the company?
- Are communication, teamwork, problem solving, and root-cause analysis effective, and included in a highly refined business management process?
- Are members of your team growing and taking on increasing levels of responsibilities?
- Is your company's growth rate at or above the industry curve?

Behave Your Way Into Success

Businesses often hit a wall because the behaviors, habits, and processes that led to success during one stage of growth can actually lead to failure in another stage. The management skills and processes that work while in start-up mode will not enable (or fuel) the next stage of expansion and development.

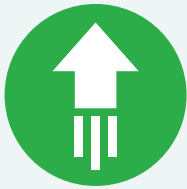
Business leaders must evolve their management skills over time to ensure continued growth, acceleration, and maturity. Our corporate habits and behaviors are key determinants to the level of success we realize.

In other words, **we behave our way into success or failure**. The good news is that wherever we are, as individuals and corporations, we can behave our way to that next level of success over and over again!

In fact, continuous learning leads to continuous improvement, and continuous improvement leads to acceleration!

Stages of Organizational Growth

To determine whether you are successfully keeping up with your own company, let's start by exploring three distinct stages of organizational growth and development.



STAGE ONE:
Start-up and
initial growth



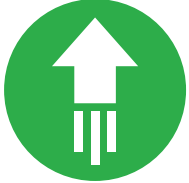
STAGE TWO:
Sustained
growth and
stabilization



STAGE THREE:
Accelerated
growth and
maturity

As we examine each one of these developmental stages, identify which one most closely represents your company from a behavioral perspective. Usually, people will see their company with a foot in one stage and a foot in the other; you will likely be the same. Reviewing the developmental challenges presented at each stage will also help you identify a couple of key growth opportunities for you and your company.

Stage #1: Start-up and Initial Growth



Also called the “seat-of-your-pants” stage, **the goal here is simply survival**. This stage requires the rapid acquisition of clients, as well as key employees, to manufacture a product and/or deliver a service.

It’s during this stage that the owner’s creativity, passion, and energy breathe life into the organization. At this stage, communication tends to be informal, and decision-making is centralized and controlled.

There’s an increasing pressure to achieve consistent growth in revenue in order to meet the rising expenses that come from chasing any and all opportunities. There’s also an increasing lack of cohesive action and direction within the organization. As a result, the culture is often chaotic. Corporate planning (financial and operational) tends to be either non-existent or weak at best.

Stage #2: Continued Growth and Stabilization



The goal at this stage is to stabilize the organization's infrastructure while still accelerating the speed at which it grows. Businesses in this stage develop stronger leadership and management disciplines.

The entrepreneurial leader focuses on attaining real growth in market share, revenue, and profits. In an effort to accomplish this, many discover that their leadership style and capabilities must evolve to support the needs of a growing organization.

The self-aware begin to evolve. Using analytics and not knee-jerk reactions, company leaders provide the tools and insights necessary for making better decisions regarding product/service offerings, improved efficiency, reduced overhead, and increased profits. They also strengthen the leadership team by hiring experienced management to provide the expertise and focus needed to continue growth into the next level.

An organization at this stage of growth begins to develop a very clear understanding of its core capabilities, central purpose, target market, and cornerstone product/service offerings. At this stage, the value of becoming more analytical in order to accomplish strategic goals becomes clear to both leadership and employees.

Consistency and reliability both positively impact overall operating performance. Decision-making is now largely shared, and there are more people on the team to assume designated responsibilities. Leadership focuses its efforts on the coordination of activities to ensure that all efforts support the realization of corporate goals and objectives.

Becoming analytical, as opposed to reactionary, provides leadership with the tools and insights necessary for making better decisions.

Stage #3: Accelerated Growth and Maturity



It's at this stage when the organization really benefits from strong leadership, proper staffing, and sufficient cash flow. More times than not, this is what is needed for an organization to experience acceleration. **This stage realizes the goals of producing growth in market share, profitability, scalability and sustainable success.**

Leaders at Stage #3 have a very clear understanding of their industry, market, and risk factors, as well as trends affecting the company's future viability.

In this stage, the organization has achieved mastery as it relates to cross-functional collaboration and employee engagement. The result is a sound analytical edge, fueled by a strong team armed with the proper skill mix.

A company can now put its money where its mouth is. Consistently investing in the training and development of its employees, the organization has moved beyond its dependence on the entrepreneurial leader and a couple of star performers. Stage #3 companies/leaders have a clear vision of the future, and achieve consistent operating performance even during challenging times.

Participation in the corporate planning process (strategic, financial and operational) occurs at all levels within the organization. All employees understand the key business themes and how they link to customer satisfaction and profitable growth. All team members have a clear understanding of the current year's goals, and they understand how their individual and departmental performance contributes to the success of the organization. Teamwork, problem solving, and root cause analysis are very effective and part of a highly refined communication process.

Management and Leadership Growth

Many business leaders fail to achieve Stage #3 (accelerated growth and maturity) because they've been unable to transform their leadership capabilities as their company grows. The habits, behaviors, and capabilities of the management team determine an organization's ability to achieve acceleration all the way through to the third stage of growth.

CHART YOUR GROWTH

Key elements in creating growth are the ability to self-reflect and accurately assess future development needs for yourself and the other leaders on your team. Start this self-reflection process by responding to the following:

1. **Evaluate your leadership style and capabilities** against the characteristics described at each of the three stages.
2. **Based on this self-analysis, develop a list of self-development priorities** that support the achievement of your growth goals (individual and corporate).
3. **Identify/determine what guidance and support you and your management team might need** to keep pace with the evolving needs of a growing organization within a dynamic industry. Would you or your leadership team benefit from individual coaching?

Remember: A leader's ability to adapt and evolve will fuel corporate acceleration. Grow with your company!

ABOUT THE AUTHOR



Phil Mydlach is a results-oriented executive and management coach, speaker, workshop facilitator and consultant who helps clients fast-track their company's growth by blending the science of management performance with the art of building healthy cultures and effective communications. In short, Phil gets teams to work together to achieve significant results.

Phil draws on the tools and techniques developed over three decades of business ownership to help accelerate growth for his clients.

To learn more about Phil's philosophy and practice, visit mydlachmanagement.com or [connect on LinkedIn](#).