

Shine Consulting: 'Switch Points'

The Switch Points	What should be happening in the company?	How will you know you missed the switch point?	What to work on
<p>Switch Point One:</p> <p>The 'Management' level...</p> <p>Moving from the first, start-up, stage of your company's development, to the second, characterised by the development and consolidation of consistent management systems and structures.</p>	<ul style="list-style-type: none"> • Beginnings of second tier of management / leaders • 10+ employees • Turning over about £1-5m • Focus on consolidation, building durable processes and systems • The organisation has developed a life of its own! 	<ul style="list-style-type: none"> • Working harder just to stand still • People leaving • Trusted people are demotivated • Accounts come late, or seem increasingly irrelevant • Differences over direction among the leaders of the business • Frustration and fingerpointing • Losing customers • Rapid changes in policy - one week focus on costs, the next margins, the next profitability! • Repeated mistakes • Waste - processes, money, time • You've put up with all the above for several weeks or months 	<ul style="list-style-type: none"> • The Leadership Group's skills • Working 'on' vs 'in' the business • Vision, Values, Partnership, Accountability • Relationships between the leadership group and teams at the next level down • Team development - communication, role clarity, accountability • Working together effectively • Management skills • Motivation and 'buzz' • Performance and behaviour standards - best practice
<p>Switch Point Two:</p> <p>The 'Director' level...</p> <p>Moving from the second stage of your company's development, to a third stage, characterised by Director-led strategy and growth.</p>	<ul style="list-style-type: none"> • £5-10m+ turnover • 40+ employees • Focus on clarity of purpose, delegation, hierarchy, departmentalisation, unity of culture • Focus on rigorous measurement of performance to support the organisation's purpose • Emphasis on rigorous business planning • Continuous improvement 	<ul style="list-style-type: none"> • Second tier of management get on with managing the organisation - frustration • No future leaders in place • Dependence on Directors for business development, trouble shooting, resolving conflict • 'Silos' developing • Fingerpointing and blame vs accountability • Narrow focus on one or two areas of the 'scorecard' • Performance management 'going through the motions' • Little or no business planning, or resistance to the process • Inability to adapt/innovate • Complaints about bureaucracy • Talk about 'the old days' 	<ul style="list-style-type: none"> • Role clarity • Clarity of accountability • Directing a business across the full breadth of the balanced scorecard • Performance management • Succession planning • Developing top performers • Transferring ownership and accountability for the development of the organisation to second-tier management • Recognition methods • Organisation structure