



P R E S E N T S



# CLIMB

A large, bold, blue 3D-style word 'CLIMB' is the central focus. An orange silhouette of a person is climbing the vertical stroke of the letter 'I'. To the left of the word, a large, light blue arrow points towards it, with a dashed line trailing behind it. Dashed blue lines also curve around the top and bottom of the word.

CARE | LEAD | INNOVATE | MOTIVATE | BALANCE

# Cracking the Code to Unleash Your Team's Potential!

*Your Leadership Determines Success*

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Certified Business Growth Specialist

# Conquer Complexity & Change

- 
- Understand it
  - Embrace it
  - Respect it

# Unprecedented Challenges: 2020 and beyond



Your ability to improve your own leadership skills is critical to the success of your team and your company.

# Energize Team Member Engagement

- Connect
- Capture
- Communicate

# Improve Your Leader Skills

- ➔ Adjust and adapt your style to create connection
- ➔ Law of the Lid
- ➔ You can learn how



# Complexity by Staff Size

## The 7 Stages of Entrepreneurial Growth



# Gallup: What does 34% engagement look like?

- 
- You are **Stage 1 with 6 employees**
    - **2 are engaged**
    - **4 have checked out**
  - You are **Stage 2 with 15 employees**
    - **5 are engaged**
    - **10 have checked out**
  - You are **Stage 3 with 27 employees**
    - **9 are engaged**
    - **18 have checked out**
  - You are **Stage 4 with 50 employees**
    - **17 are engaged**
    - **33 have checked out**
  - You are **Stage 5 with 65 employees**
    - **22 are engaged**
    - **43 have checked out**
  - You are **Stage 6 with 150 employees**
    - **51 are engaged**
    - **99 have checked out**
  - You are **Stage 7 with 225 employees**
    - **76 are engaged**
    - **149 have checked out**



# Rules that Govern the 7 Stages of Growth

1. Movement to another Stage begins when you land in a Stage
2. What you don't get done - does not go away (creates drag)
3. Time will make a difference
4. *If you aren't growing ... you're dying*



# ▲ Stage 1: Start Up

- 1 – 10 employees
- CEO/Leader-centric
- Still trying to figure it out
- It's chaotic – hire for fit not skill
- Profit is focus



## ▲ Stage 2: Ramp Up

- 11 – 19 employees
- CEO-centric
- Focus is on growth, not survival
- Moving beyond owner's span of cont
- Starting to delineate responsibilities



# ▲ Stage 3: Delegate

- 20 - 34 employees
- Enterprise-centric
- Leaders must start releasing control
- Staff buy-in is #1 challenge
- Staff will leave if not given roles and responsibilities



# ▲ Stage 4: Professional

- 35 – 57 employees
- Hire professional managers who have been there done that
- Build confidence in divisions
- Too big to rely on faulty systems
- Communicate growth impact often



# ▲ Stage 5: Integration

- 58 - 95 employees
- Focus back on company
- Getting managers to 'play well together'
- Training is critical for all employees



# ▲ Stage 6: Strategic

- 96 - 160 employees
- Perspective needs to shift as you are now on radar of other competitors
- Emotionally aware leaders do well
- Goal planning & multi-year



# ▲ Stage 7: Visionary

- 161 - 500 employees
- Cruise liner not a speed boat
- Lose sight of target and competitors will eat you for lunch
- CEO/Leader must ignite fires of inspiration to avoid complacency





# Outcomes from Understanding Your Company's Stage of Growth & **Leader Responsibilities**

- ➡ Gain **CLARITY** in how to move forward
- ➡ Your Team gains **ALIGNMENT**
- ➡ **ENGAGEMENT** to deliver results intensifies
- ➡ **COMMUNICATION** flows
- ➡ **TRUST** strengthens



# Stage Transition: **Flood Zone**

➤ Flood Zones occur between Stages

- 1 & 2
- 3 & 4
- 5 & 6



➤ Transition requires bearing up to an increase in the QUANTITY of activity



# Stage Transition: Wind Tunnel

➤ Wind Tunnels occur between stages

- 2 & 3
- 4 & 5
- 6 & 7

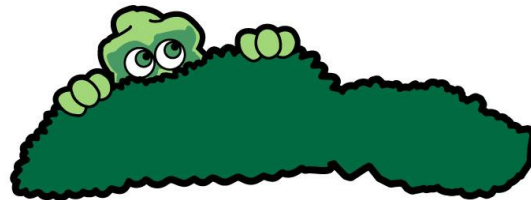


➤ Transition requires LETTING GO of methodologies that no longer work & acquiring methods that do work.



# 8 Hidden Agents

1. Lay **beneath the surface**
2. Look much different on surface
3. Addressing it didn't identify the real cause
4. **Become constrictors** if left alone



# Three Gates of Focus



- Profit/Revenue Gate
- People Gate
- Process Gate

# Three Gates of Focus

Stage 1 1 - 10	Stage 2 11 - 19	Stage 3 20 - 34	Stage 4 35 - 57	Stage 5 58 - 95	Stage 6 96 - 160	Stage 7 161 - 500
Profit People Process	Profit Process People	People Profit Process	Process Profit People	Profit People Process	People Profit Process	People Process Profit

Where is your business or area?

# Hidden Agent: Builders and Protectors

*Which One Are You Today?*

- A **Builder** mindset creates new ideas, finds ways to expand revenue, risk tolerant and growth focused.



- A **Protector** mindset is cautious, prefers to slow things down, risk averse and highly suspicious of growth.

# Builder/Protector Ratios

<b>Stage 1</b> <b>1 - 10</b>	<b>Stage 2</b> <b>11 - 19</b>	<b>Stage 3</b> <b>20 - 34</b>	<b>Stage 4</b> <b>35 - 57</b>	<b>Stage 5</b> <b>58 - 95</b>	<b>Stage 6</b> <b>96 - 161</b>	<b>Stage 7</b> <b>162 - 500</b>
<b>B/P</b> <b>4:1</b>	<b>B/P</b> <b>3:1</b>	<b>B/P</b> <b>1:1</b>	<b>B/P</b> <b>3:2</b>	<b>B/P</b> <b>2:1</b>	<b>B/P</b> <b>3:1</b>	<b>B/P</b> <b>2:1</b>

Do you need to modify your approach?





# Three Faces of a Leader

What face are you wearing today?

- VISIONARY
- MANAGER
- SPECIALIST

# Three Faces of a Leader

Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 6	Stage 7
Visionary 40% <b>Manager</b> <b>10%</b> Specialist 50%	Visionary 40% <b>Manager</b> <b>20%</b> Specialist 40%	Visionary 10% <b>Manager</b> <b>60%</b> Specialist 30%	Visionary 10% <b>Manager</b> <b>70%</b> Specialist 20%	Visionary 30% <b>Manager</b> <b>60%</b> Specialist 10%	Visionary <b>45%</b> <b>Manager</b> <b>50%</b> Specialist 5%	Visionary <b>75%</b> <b>Manager</b> <b>20%</b> Specialist 5%

# What is Your Leadership Style?

Visionary

Democratic

Coaching

Pacesetting

Affiliative

Commanding

# How do your scores align?

STAGE 1	STAGE 2	STAGE 3	STAGE 4	STAGE 5	STAGE 6	STAGE 7
<u>VISIONARY</u>	<u>COACHING</u>	<u>COACHING</u>	<u>COACHING</u>	<u>DEMOCRATIC</u>	<u>AFFILIATIVE</u>	<u>VISIONARY</u>
COACHING	PACESETTING	DEMOCRATIC	AFFILIATIVE	VISIONARY	PACESETTING	COACHING
COMMANDING	COMMANDING	PACESETTING	PACESETTING	AFFILIATIVE	VISIONARY	DEMOCRATIC

# Your Style Impacts Performance

1. What issues could you be facing today based on your current leadership style?
2. What leadership style are you committed to improving?
3. What style do you need to Stop?

# Leadership Awareness #1



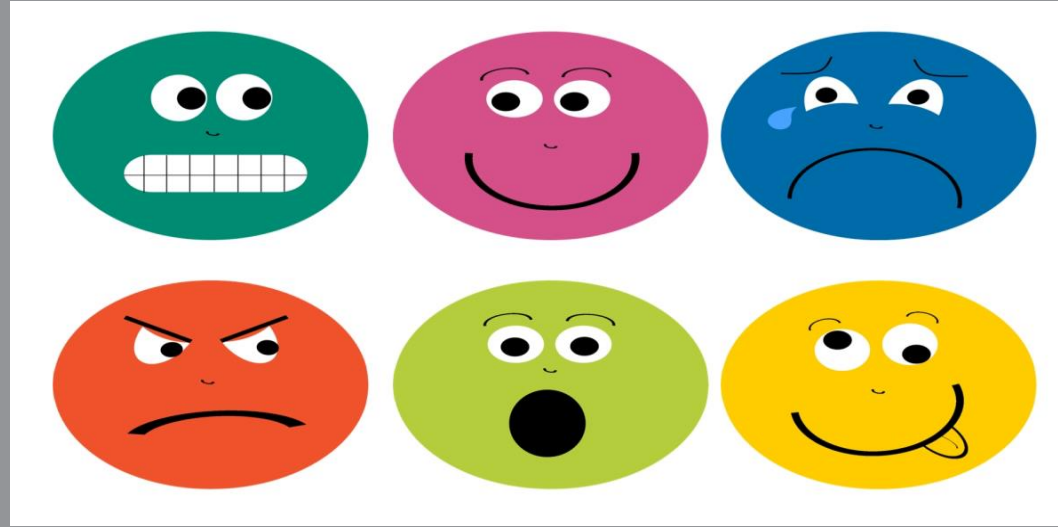
Good moods in leaders  
increase engagement &  
lower turnover

# Leadership Awareness #2



Happy people are more engaged  
and create happy profits

# Leadership Awareness #3



How people feel can account for  
20-30% of business performance



# Leadership Awareness #4



For every 1% improvement in  
employee service climate there's a  
2% improvement in revenue

# What's Your Actionizing Plan?

- What conversations are you committed to having?
- 3 Ideas to share with your team?
- 1 Specific action in the next 24 hours?
- Want a White Paper Report on your Stage? Go to [TerriNorvell.com/bgf](http://TerriNorvell.com/bgf)



# This is only the Tip of the Iceberg!

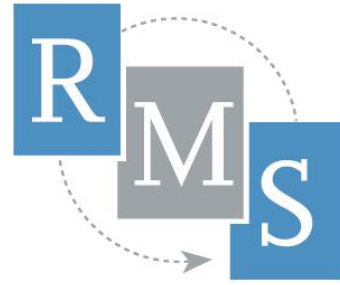


## Stages Of Growth Matrix

Themes	Stages of Growth:	Start-Up 1	Ramp-Up 2	Delegation 3	Professional 4	Integration 5	Strategic 6	Visionary 7
<b>Total Number of Staff</b>		1-10	11-19	20-34	35-57	58-95	96-160	161-500
<b>Number of Managers</b>		0	1	3-5	6-10	11-16	17-26	27-45
<b>Number of Executives</b>		1	1	1	2-3	4-5	6-8	9-15
<b>Builder-Protector Ratio</b>		4 : 1	3 : 1	1 : 1	3 : 2	2 : 1	3 : 1	2 : 1
<b>Three Gates Focus</b>	1st Priority	Profit People Process	Profit Process People	People Profit Process	Process Profit People	Profit People Process	People Profit Process	People Process Profit
<b>CEO Modality</b> <b>Manager Modality</b> <b>Staff Modality</b>		<b>Dominant</b> <b>Supportive</b> <b>Facilitative</b>	<b>Dominant</b> <b>Supportive</b> <b>Facilitative</b>	<b>Facilitative</b> <b>Supportive</b> <b>Dominant</b>	<b>Facilitative</b> <b>Dominant</b> <b>Supportive</b>	<b>Facilitative</b> <b>Dominant</b> <b>Supportive</b>	<b>Dominant</b> <b>Supportive</b> <b>Facilitative</b>	<b>Dominant</b> <b>Facilitative</b> <b>Supportive</b>
<b>Three Faces of the Leader Blend</b>								
<b>Visionary</b>		40%	40%	10%	10%	30%	45%	75%
<b>Manager</b>		10%	20%	60%	70%	60%	50%	20%
<b>Specialist</b>		50%	40%	30%	20%	10%	5%	5%
		Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 6	Stage 7
<b>Five Primary Challenges of the Company</b>		Cash Flow	Hiring Quality People	Staff Buy In	Weak Project Mgmt	Improve Sales	Staff Buy In	Products Not Differentiated
		Destabilized by Chaos	Improve Sales	Leadership/Staff Gap	Difficulty Diagnosing Problems	Difficulty Forecasting Problems	Staff Satisfaction / Profit Relationship Not Seen	Inadequate Profits
		Slow Product Development & Getting to Market	Cash Flow	Weak Profit Design	Employee Turn Over	Cost of Lost Expertise	New Staff Orientation	Slow Getting Offering To Market
		Limited Capital to Grow	Leadership/Staff Gap	Core Values Unclear	Not Getting Systems In Place	Weak Profit Design	Weak Profit Design	Weak Profit Design
		Improve Sales	Limited Capital to Grow	Culture Resistant to Change	Organization Uninformed About Company Growth	Staff Training	Hiring Quality Staff	Marketplace Changes Too Quickly
<b>Leadership Style Focus</b>								
	<b>Primary</b>	Visionary	Coaching	Coaching	Coaching	Democratic	Affiliative	Visionary
	<b>Secondary</b>	Coaching	Pacesetting	Democratic	Affiliative	Visionary	Pacesetting	Coaching
	<b>Auxiliary</b>	Commanding	Commanding	Pacesetting	Pacesetting	Affiliative	Visionary	Democratic

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# Thank you.