



### Today's Program Will:

- “Map the territory” business growth
- Describe the trouble spots
- Define your role(s)
- Share survivors' stories
- Help you create an action plan

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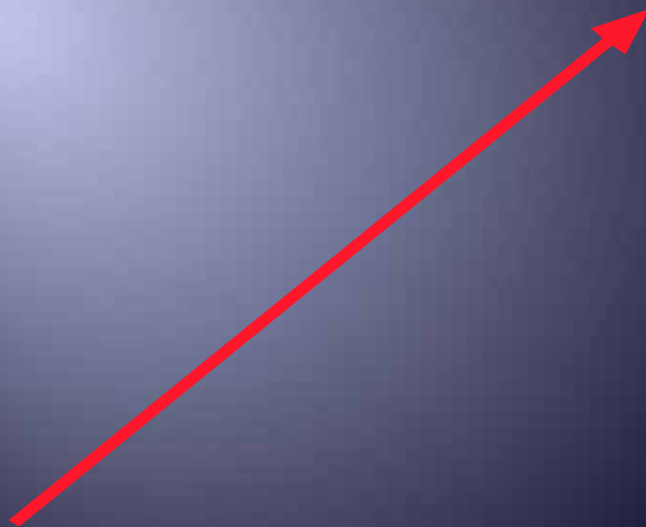
To grow or not to grow...

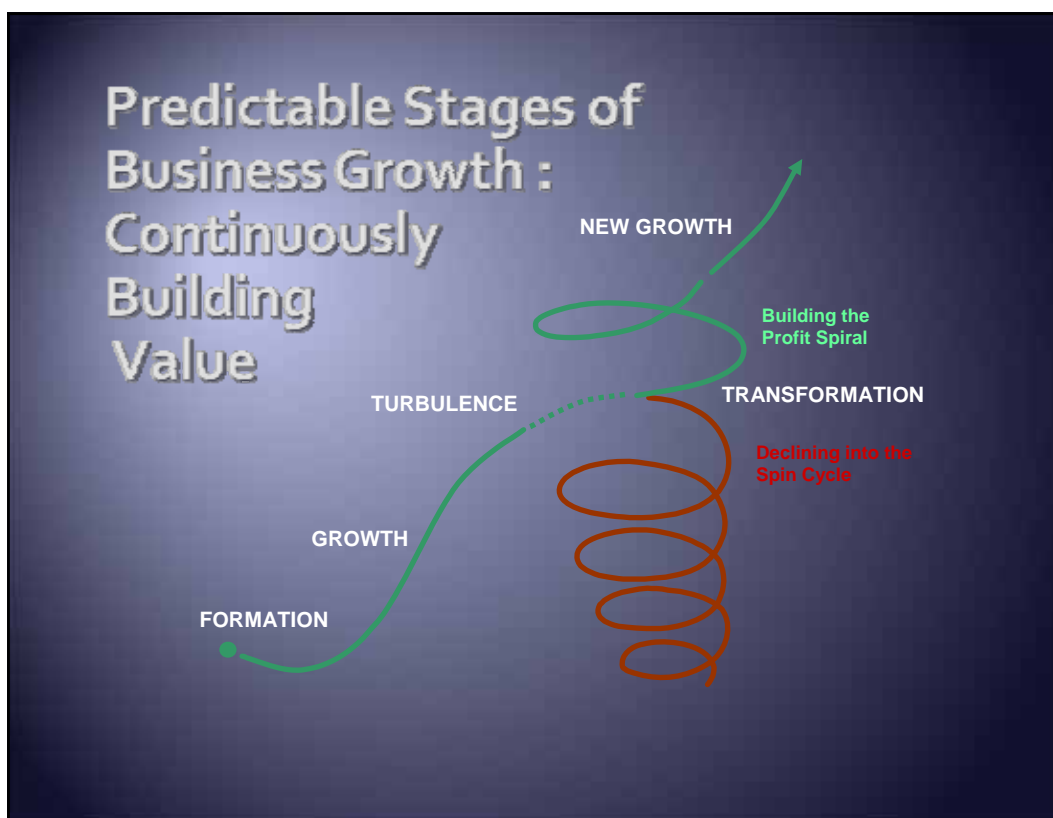
Grow or **Die!!!**

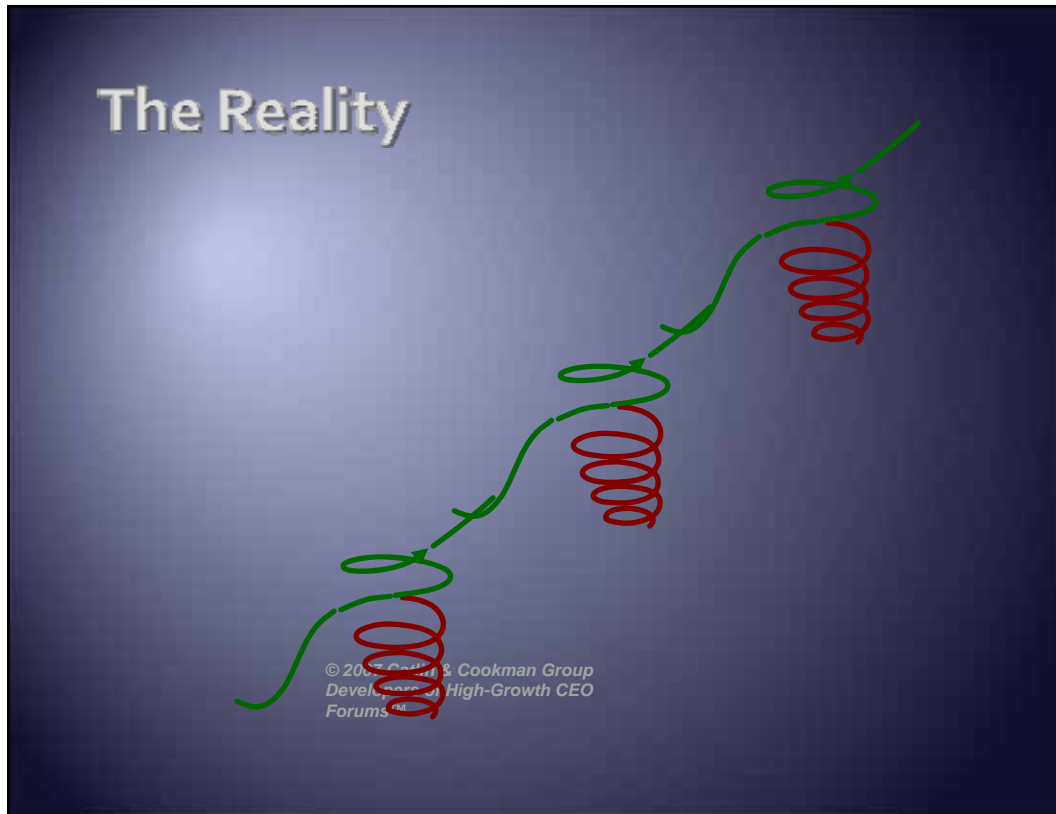
But How???

Transformation and Change  
are ESSENTIAL!!!

The Dream:



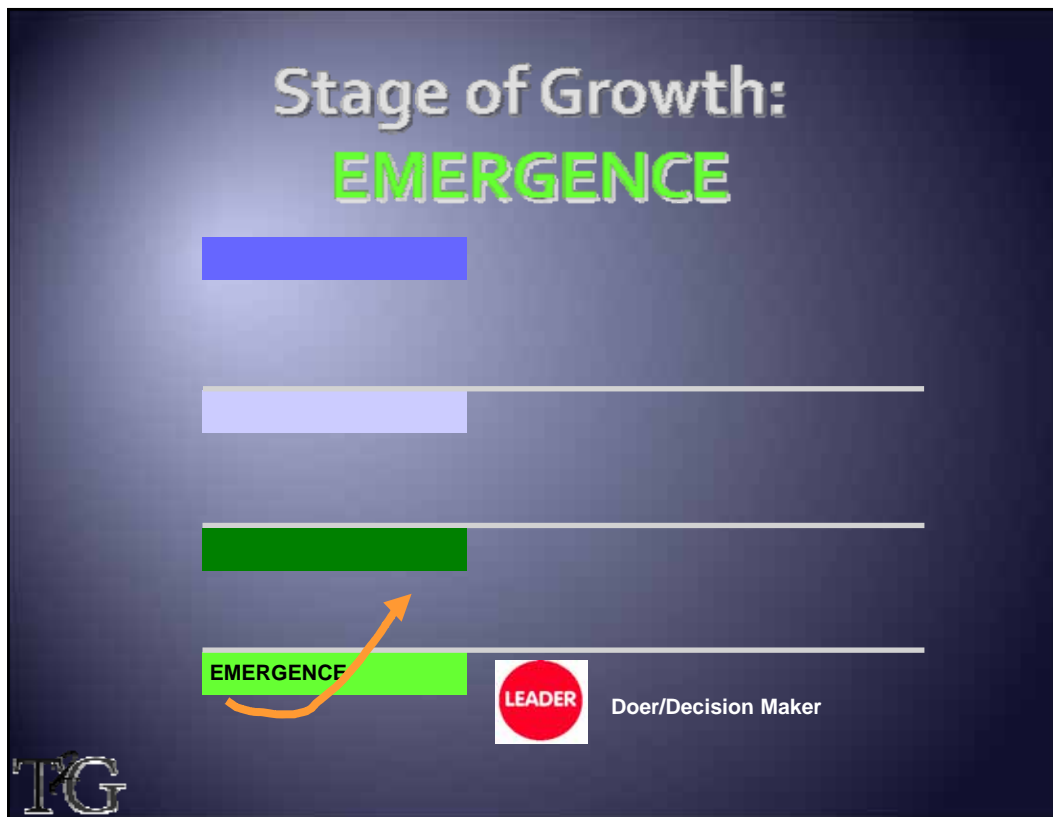




## Entrepreneurs Who Become Successful CEOs Learn:

- How to recognize growth transitions
- When to change their leadership style
- How to manage the fast pace of change
- How to navigate safely through turbulent times





## Stage of Growth: EMERGENCE

- ◆ Primary Objective:
  - ◆ Develop Product or Service
- ◆ Strategies:
  - ◆ Build Relationships
  - ◆ Develop Customers
- ◆ Leadership Role:
  - ◆ Doer / Decision Maker

## Stage of Growth: **EMERGENCE**

### *Changes* that must be made:

- ◆ Delegate to gain control
- ◆ Accept the need for processes and structure
- ◆ Trust others; make them accountable for results
- ◆ Manage proactively, not reactively
- ◆ Develop your vision and set the future plan

### Emergence

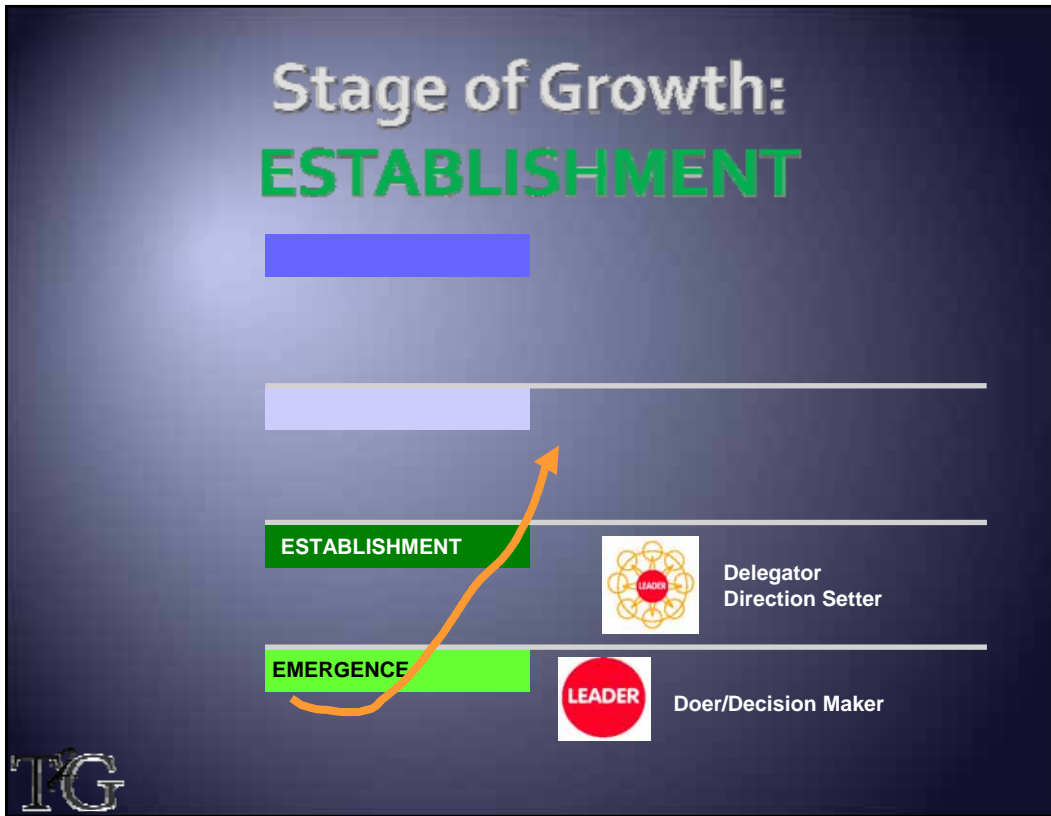


### Establishment



- Days are too short
- Physically/emotionally impossible to do everything you need to do
- People want your time but can't seem to get it
- Everyone is constantly fighting fires
- You don't know which of multiple growth opportunities to pursue
- You feel pressure because you're managing all the risks alone





## Stage of Growth: **ESTABLISHMENT**

- ◆ Primary Objective:
  - ◆ Drive Sales
- ◆ Strategies:
  - ◆ Launch differentiated products
  - ◆ Capture market share
  - ◆ Grow revenues
- ◆ Leadership Role:
  - ◆ Delegator
  - ◆ Direction Setter

## Stage of Growth: **ESTABLISHMENT**

### Roles & Responsibilities:

#### **DELEGATOR & DECISION MAKER**

- ◆ Understanding long term personal goals
- ◆ Articulate and reinforce your vision
- ◆ Be creative with scarce resources
- ◆ Seek input from others: use mentors
- ◆ Hire multi-talented people who share your values



## Stage of Growth: **ESTABLISHMENT**

### **Changes** that need to be made:

- Delegate to gain control
- Accept the need for processes and structure
- Trust others; make them accountable for results
- Manage proactively, not reactively
- Develop your vision and set the future plan

**Establishment**



**Supervisorial**



- Feel pressure to fill voids in the company's functional expertise
- See the need to build your management team's ability to streamline and coordinate their functions and work together as a team to plan for the future
- Want to be more proactive, but hard to find time
- Always behind the curve

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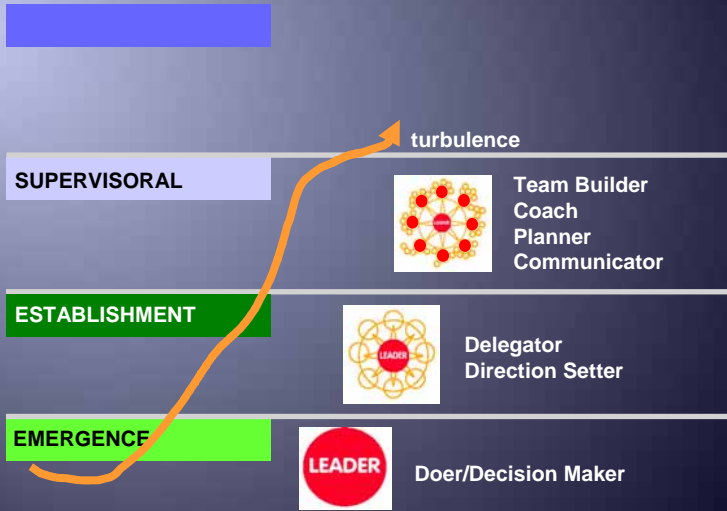
## Establishment Supervisorial

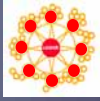





- Hard to keep the original culture as new people are needed
- Best way to fund growth is unclear
- Some original employees can't keep pace with growing responsibilities
- You realize how easy it would be to lose control



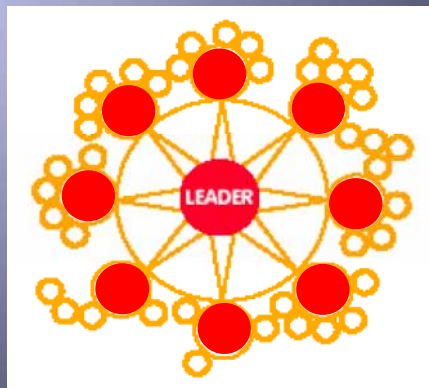
## Stage of Growth: SUPERVISORIAL



<b>SUPERVISORIAL</b>	 Team Builder Coach Planner Communicator
<b>ESTABLISHMENT</b>	 Delegator Direction Setter
<b>EMERGENCE</b>	 Doer/Decision Maker



## Stage of Growth: SUPERVISORAL



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## Stage of Growth: SUPERVISORAL

### Roles & Responsibilities:

#### **TEAM BUILDER**

- ◆ Build a strong team for successful growth
- ◆ Assess strengths and weaknesses
  - ◆ Yours
  - ◆ The team's
- ◆ Define the gaps where you need expertise and experience
- ◆ Find achievement-oriented, self-motivated managers.

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## Stage of Growth: SUPERVISORAL

### Roles & Responsibilities:

#### COACH

- ◆ Clearly define each individual's role and area of accountability
- ◆ Set goals together that foster synergy and cooperation
- ◆ Communicate their progress
- ◆ Track changes in the environment
- ◆ Adjust plan to market shifts and refocus everyone



## Stage of Growth: SUPERVISORAL

### Roles & Responsibilities:

#### PLANNER

- ◆ Create the roadmap for growth
  - ◆ Capitalize on market opportunities
  - ◆ Ensure positioning and brand awareness
  - ◆ Manage sales, distribution and production
  - ◆ Foster continual innovation
- ◆ Be a process champion



## Stage of Growth: SUPERVISORAL

### Roles & Responsibilities:

#### COMMUNICATOR

- ◆ Model how to transmit and receive information
- ◆ Send consistent messages about values and vision
- ◆ Share information regarding company's progress
- ◆ Require performance reviews
- ◆ Seek feedback on your performance
- ◆ Use advisors for a reality check





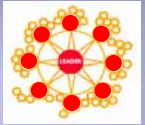
## Stage of Growth: SUPERVISORAL

### *Changes* that must be made:

- ◆ Use company plan to focus and track efforts
- ◆ Adopt consultative style and unleash the creativity of others
- ◆ Facilitate effective teamwork
- ◆ Be a champion for effective, efficient process
- ◆ Fix organizational misfits and non-performers




## Supervisorial Managerial



- As you spend more and more time outside the company, you worry about your management team's ability to run the business without you
- You need to solve much more complex problems, and the old ways of handling them don't work
- The organization seems unwieldy and is entering turbulence

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## Supervisorial Managerial



- You don't have enough time for vital strategic tasks; you wonder whether you need a COO to run operations
- People don't seem to understand the new growth strategy or share your sense of urgency about the demands for fundamental change
- You believe in the need for change but also worry about throwing the company into chaos with too much change

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## Supervisorial Managerial






- It feels like you're constantly communicating, but managers complain that they don't understand decisions or how they were made
- People accuse you of micromanaging and not empowering them
- Keeping an entrepreneurial culture seems impossible
- People you count on and want to keep are leaving the company



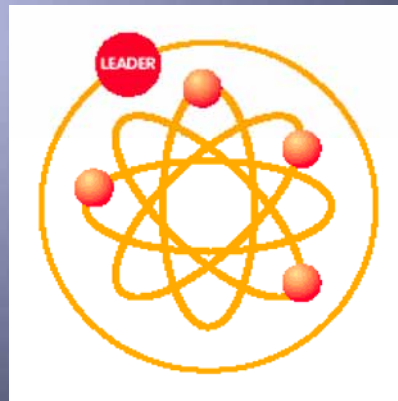
## Stage of Growth: MANAGERIAL



<b>MANAGERIAL</b>		Change Catalyst Organization Builder Strategic Innovator Chief of Culture
<b>SUPERVISORIAL</b>		Team Builder Coach Planner Communicator
<b>ESTABLISHMENT</b>		Delegator Direction Setter
<b>EMERGENCE</b>		Doer/Decision Maker



## Stage of Growth: **MANAGERIAL**



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## Stage of Growth: **MANAGERIAL**

- ◆ Primary Objective:
  - ◆ Dominate the Industry
- ◆ Strategies:
  - ◆ Jump to the next curve
  - ◆ New growth strategy
  - ◆ Expand to new markets / niches
  - ◆ Add products and services
  - ◆ Reinvent operations
- ◆ Leadership Role:
  - ◆ Change catalyst
  - ◆ Organization builder
  - ◆ Strategic innovator
  - ◆ Chief of culture



## Stage of Growth: **MANAGERIAL**

### Roles & Responsibilities:

#### **CHANGE CATALYST**

- ◆ Lead the company through cycles of reinvention
- ◆ Communicate the transformation and align your management team
- ◆ Inspire people to identify growth issues and challenges



## Stage of Growth: **MANAGERIAL**

### Roles & Responsibilities:

#### **ORGANIZATIONAL BUILDER**

- ◆ Focus on strategy – not operations
- ◆ Assess your team:
  - ◆ Operational leaders of functional areas
  - ◆ Strategic leaders of company growth
  - ◆ Role models of values and culture
- ◆ Do top down strategic thinking / planning and bottom up operational planning
- ◆ Be sure plans align with vision, values, strategy



## Stage of Growth: **MANAGERIAL**

### Roles & Responsibilities:

#### **STRATEGIC INNOVATOR**

- ◆ Look for trends and opportunities in an expanded view of the external environment
- ◆ Help your customers succeed
- ◆ Find, develop and carefully manage high-level partnerships
- ◆ Champion new initiatives until a team member can own it



## Stage of Growth: **MANAGERIAL**

### Roles & Responsibilities:

#### **CHIEF OF CULTURE**

- ◆ Institutionalize core values to guide everyone's behavior
- ◆ Be explicit about what you expect and what you won't tolerate
- ◆ Hold everyone accountable to values
- ◆ Design reward and recognition systems to reflect your core values



## Stage of Growth: **MANAGERIAL**

### Changes that must be made:

- ◆ Make strategy your main focus – step out of all operations
- ◆ Hold management team responsible for shared strategic leadership
- ◆ Anticipate need for continuous reinvention and periodic reorganization



## Stages of Growth COMPANY GOALS

### MANAGERIAL

Dominate the Industry

- Jump to the next curve
- New growth strategy
- Expand to new markets/niches
- Add products and services
- Re-invent operations

turbulence

### SUPERVISORAL

Lead the Market

- Become market leader
- Ward off competitors
- Build management team
- Hire and integrate people

turbulence

### ESTABLISHMENT

Drive Sales

- Launch differentiated product
- Capture market share
- Grow revenues

### EMERGENCE

Develop Product

- Build relationships
- Product/concept for customer





## Dynamics of Growth...

**Survivors have learned to:**

- Map the “territory”
- Anticipate the trouble spots
- Define and redefine their role(s)
- Learn from other survivors’ stories
- Create an action plan
- Transition from Entrepreneur to  
CEO

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## Dynamics of Growth...

### Entrepreneurs Who Become Successful CEOs Must Learn:

- How to recognize growth transitions
- When to change their leadership style
- How to manage the fast pace of change
- How to navigate safely through turbulent times

## For More Resources

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