



CHARTED PATH

**Three Key Leadership Disciplines that Drive  
Breakthrough Performance**

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# Agenda

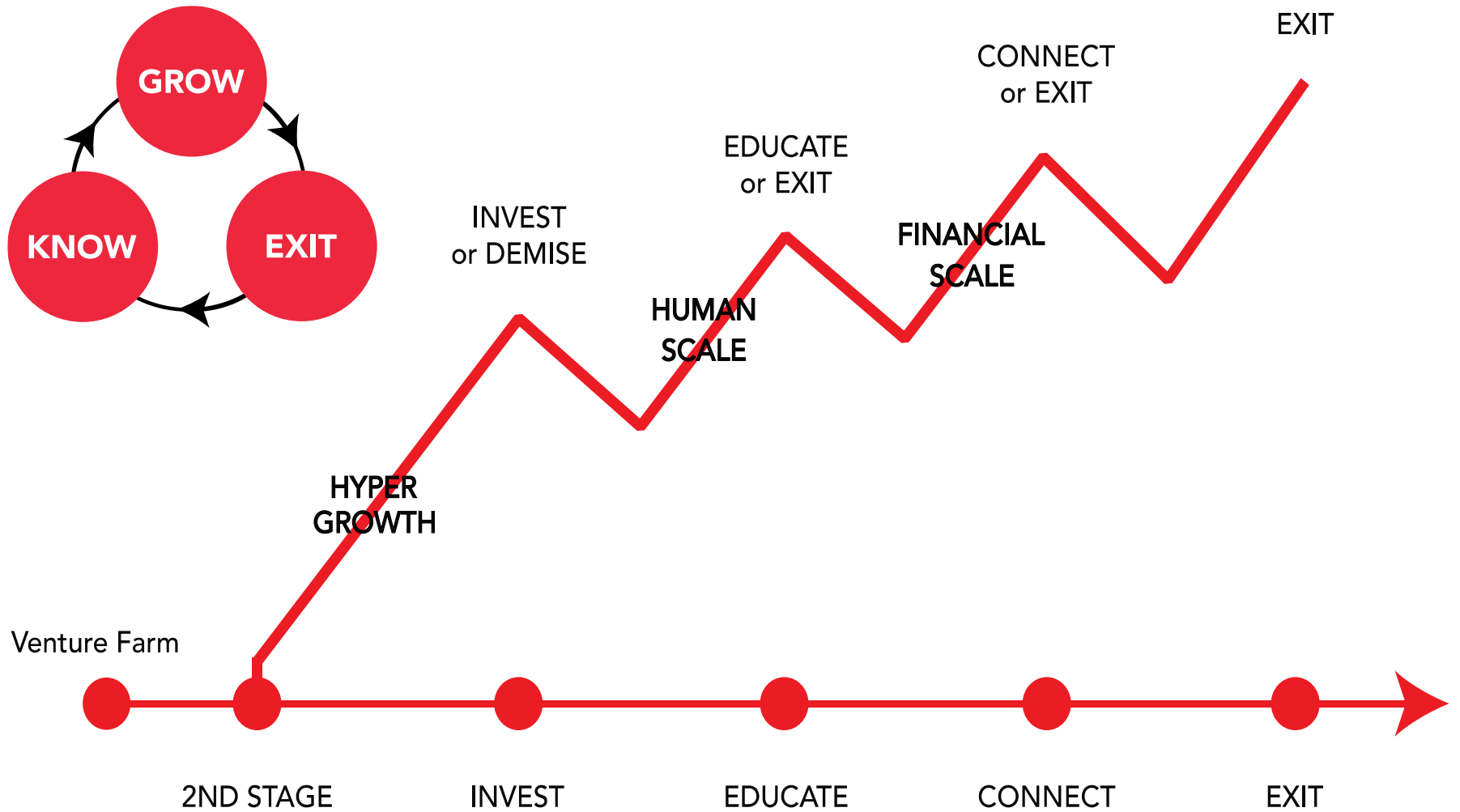
- **The Stages of Growth**
- **3 Leadership Disciplines**
- **Key Takeaways**



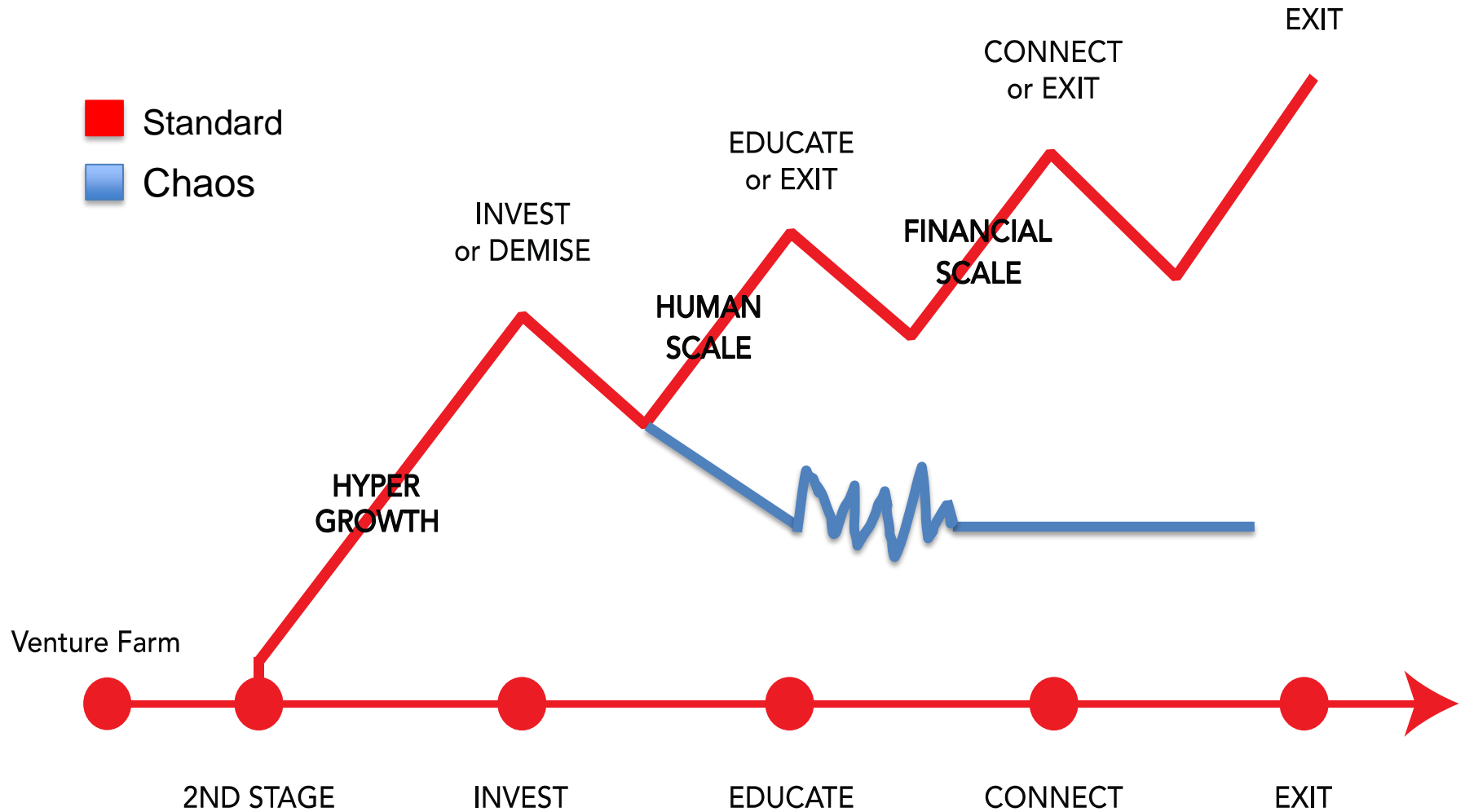


# The Stages of Growth

# OXFORD CENTER | Platform



# Beyond Chaos in Hyper Growth



# Hyper Growth Characteristics

- **Executive Directly Involved in Production**
- **Growth is Rapid, but Poorly Diversified**
- **Long Term Growth is Limited by Executive Bandwidth**



# Decision Point: Invest or Demise

- **Scale Sales and Recruiting Organization**
- **Delegate Key Accounts**
- **Build Infrastructure to Drive Efficiency**



# Stages in Staffing: Human Scale

- **Can Scale Personnel While Still Growing Profits**
- **Line Level Management Drives Daily Production**
- **Executive Moderately Involved in Tactical Decision Making**
- **Growth Becomes More Diversified**





# Decision Point: Educate or Exit

- **Hire or Develop Executive Leadership**
- **Leverage Data to Capture Trends**
- **Executive Focuses on Strategic Decisions**





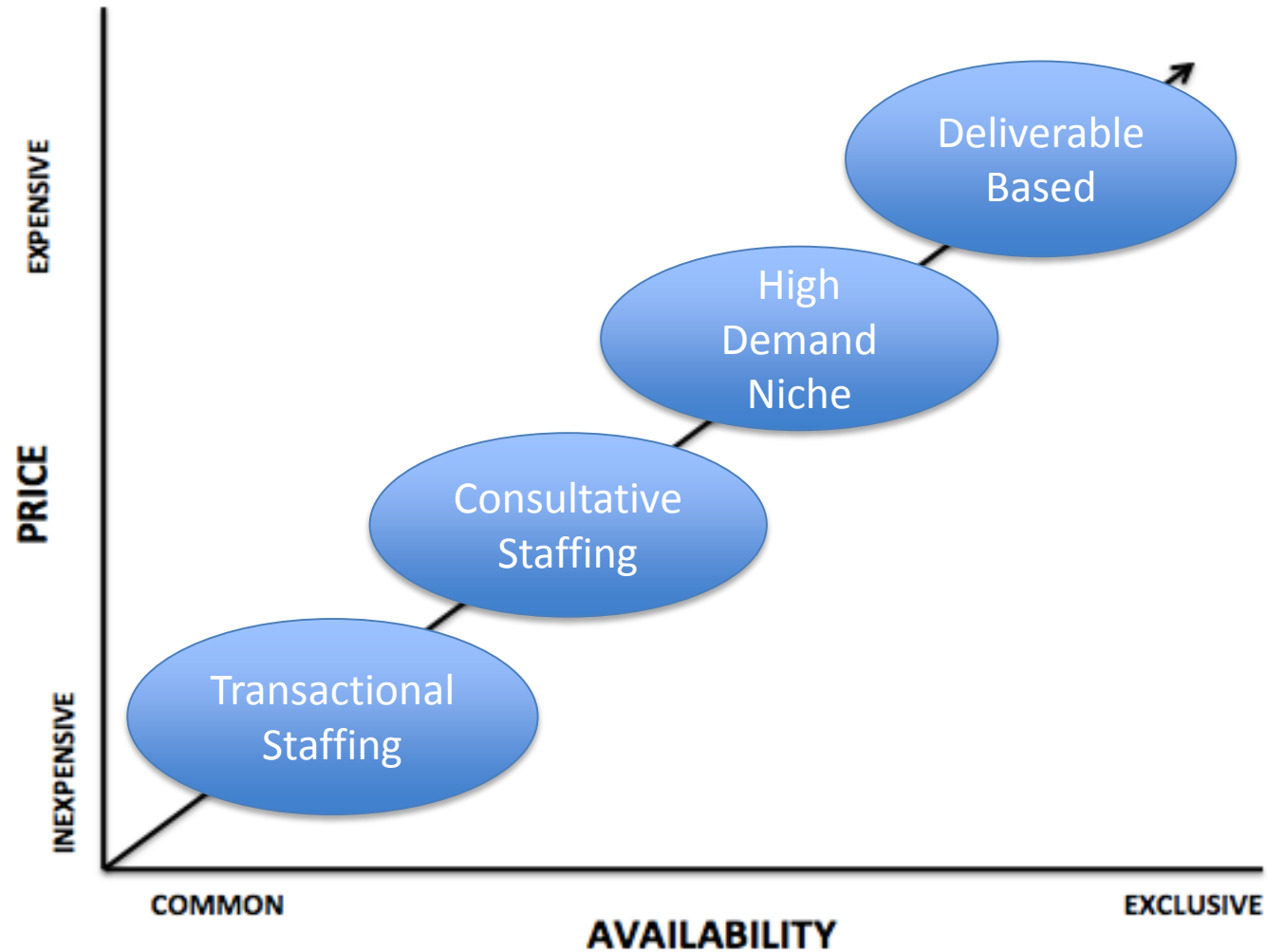
# 3 Leadership Disciplines



# Define Your Market Niche



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# Why It's Important

- **Focuses Your Sales Strategy**
- **Prioritizes Operational Capabilities**
- **Key Pillar of the Performance Culture**



# Key Questions

- Do you know what business NOT to pursue?
- Are your buyers expectations relatively consistent?
- Is your infrastructure built to meet those expectations?
- Are you people committed to servicing those expectations?





# Pursue and Develop Talent

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- **Aggressive Sourcing Strategy**
- **Development and Promotion of Leaders**
- **Retention of Strong Producers**
- **Weed Out Disrupters and Non-Performers**





# Why It's Important

- **People are the Service**
- **Delegation is Central to Growth**
- **Strong Producers Elevate Everyone**
- **Disrupters and Non-Performers Define the Culture Down**



# Key Questions

- Have you defined the ideal hiring profile?
- How often are you interviewing candidates?
- Who do you have to promote?
- Are you holding on to the wrong people?
- Do you feel you are in control of your human capital strategy?





# Stay Forward Thinking

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- **Understand Your Market**
- **Drive Strategic Improvements**
- **Become Part of a Peer Group**
- **Don't Allow Minutia to Define Your Outlook**



# Why It's Important

- **Market Conditions are Fluid**
- **Change is Central to Growth**
- **Peers Provide Neutral Insight**
- **Provides Critical Insight on When to Stay or Exit**



# Key Questions

- Are you absorbed with tactical problems?
- Have you delegated decision making to your management team?
- Do you have the data to give you the right perspective on the business?
- Do you have a peer group for collaboration?
- Are you aware of opportunities or threats in your market?





# Key Takeaways

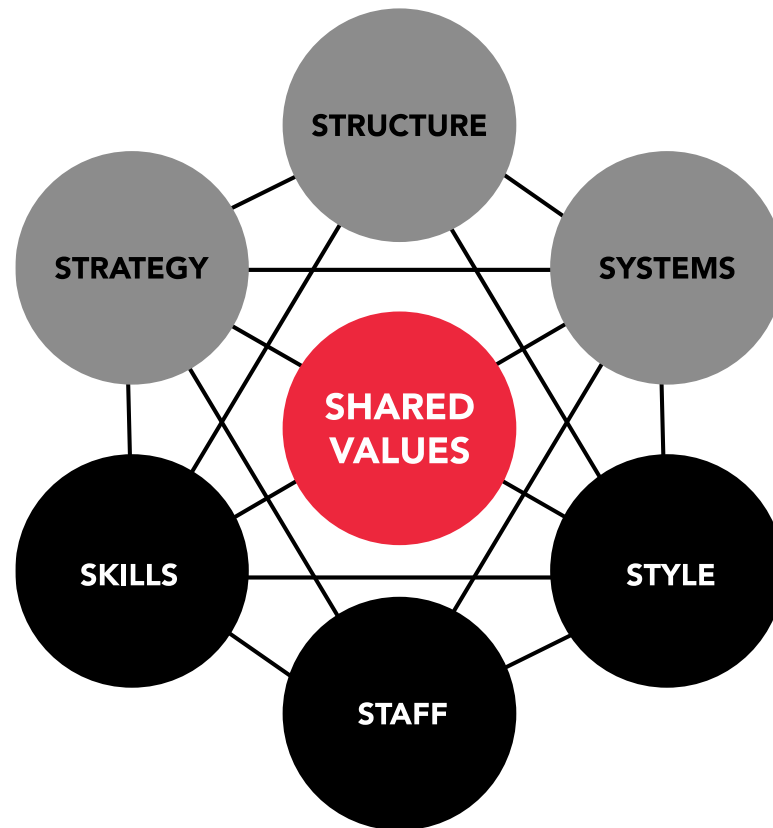
# Find a Peer Group

- **Local TechServe Chapter**
- **Oxford Center for Entrepreneurs**





# Challenge Your Alignment: The 7s Model



# Define Your Long Term Objective

- **Lifestyle**
- **Grow and Exit**





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