

FROM POTS TO STOP

In the previous exercise, we took a look at how business owners first establish and run their businesses:

1. Hire people to complete specific tasks/tactics,
2. Create an organization around those people
3. Let the organization focus on tactics within their comfort zones
4. Developing an overall strategy to grow.

I hope you discovered some past actions you would do differently and future actions you need to start.

Now we're going to take a look at the correct way to get your business on track for 8-Figure Profitable Growth.

If you've ever felt uncomfortable when someone asks you, "What's your firm's strategy?" you're not alone. Most business owners respond with a list of what the organization is doing today. They list the tactics they're undertaking such as:

- "Our sales force calls on 50 customers every week."
- "We deliver 95% of orders within 2 days"
- "We develop new products every six months."

These aren't strategies. They're tactics. These are not the outcomes or ends, but means to an end. Strategy comes first. So **STOP!** Prioritize what your company is doing in the following order: **Strategy, Tactics, Organization and People.**

Here's how!

Since a good strategy is critical, how can your smaller business create a simple, workable plan? Here are five key steps:

- Define a simple strategy which states how you are going to meet your business goals
- Create clear tactics which are the ways you will implement your strategy
- Build an organization (chart) with key functions (boxes with job descriptions) which can accomplish the tactics
- Staff your organization with people who are qualified to perform the job descriptions.

So whenever you are faced with people, organizational, tactical or strategic issues remember to STOP and put them in the right order:

1. Strategy
2. Tactics

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3. Organization

4. People

And your organization will never go to **POT**.

In this next exercise review and respond to the questions/comments by prioritizing their urgency and identifying your next steps. From your answers you can create a plan to move forward and place your business on the 8-Figure Profitable Growth track.

| | Action/Question | Answers Who, How, Where, When and Why? |
|--------------|--|---|
| Strategy | | |
| | How has my strategy changed since I started my business? | |
| | What changes need to be made in my strategy? | |
| | Can I create an overall strategy for the future of my business? | |
| | Do I know and listen to the voice of the customer? | |
| | Do I have the resources and ability to build a practical strategy? | |
| | Have I defined my company's Best and Highest Use? | |
| | | |
| Tactics | | |
| | Do I have 3-5 tactics for my company to accomplish that will make my strategy successful? | |
| | Are my sales, marketing, financial and operational tactics SMART (Specific, Measurable, Achievable, Realistic and Timely)? | |
| | Have I defined, communicated and committed to these tactics? | |
| Organization | | |
| | Is my firm organized to implement the tactics? | |
| | Are the jobs in the organizational chart sufficiently defined so they will contribute to achieving the tactics in collaboration with other jobs and departments? | |
| | Are there functions missing (or redundant) in the organizational chart? | |
| | Can, will and how will the organization implement the tactics? | |

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| | | |
|--------|---|--|
| | Do the jobs have clear objectives? | |
| | | |
| People | Do I have people in my organization who can fill the boxes (jobs)? | |
| | Will these people adapt to, embrace and perform their new jobs? | |
| | What resources will I need to invest to ensure the right people in the right jobs are successful? | |
| | If I don't have the right people for the new jobs, how will I recruit outsiders who can do these jobs, meet objectives and fit with my company's culture? | |
| | How will I prepare for and implement the cultural and organizational changes that need to be made? | |
| | | |

You will notice, that STOP makes a lot more sense than POTS. By being proactive and following the STOP method, you can lead your company forward and focus it on implementing your strategy to create 8-Figure Profitable Growth.

Have questions and thoughts on how to do this? Contact me at (412) 973-2080 or abirol@andybirol.com.

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