

Leading through growth



#01

What do I need to be aware of?

Focusing on the Vital Few is not a matter of just spending more time on fewer things. It comes down to being comfortable that – as your company grows or achieves bigger, better milestones – there are parts of your everyday organisation that you should personally not be investing time or effort into. And in doing so, you need to be aware of both where you add real value and what your company needs from you as a leader.

#02

What is most important to get right?

Relegating things where you would personally not help to move the needle, to the 'Important Many' category and allowing others the space to own those as THEIR Vital Fews.

#03

How should I start this?

Start this exercise by simply completing the Worksheet.

After that, take a step back and – as ruthlessly as possible – ask yourself where in the 3 P's (People, Purpose and Performance) your personal involvement and leadership is both urgent AND important to help grow your business.

#04

Where can it be hardest to get clarity and what should I do?

Purpose.

It can be painfully difficult to actually hear people in your company play back what they think the promise to customers is. And even harder to align everyone around one promise. But starting the process is what gets you going: it will inform your point of view as a leader.

Then, show leadership by offering up your personal belief on what the promise should be. Not as a 'My way or the High Way' version, but as a foundation for others to build on and contribute to.

#05

How do I bring other people into this?

Be open about your thought process about where you actually add the most value and allow space for others to step into those areas of People, Purpose and Performance that would not benefit from your focus. Authentic leaders are vulnerable leaders: they ask for help achieving objectives rather than dictate expectations on deliverables.

#06

Where is it common to get stuck?

The biggest challenge is to make this into a habitual process, not a yearly exercise. This means you should include the Worksheet in your monthly leadership meetings or reviews: revisit it frequently and once every 6 months, start with a blank one ... are things (still) the same? Do you need to rally behind one of the 3 P's for the next month?

#07

How do I judge if this is successful?

For People, use the metric of time: how much time are you spending recruiting new people (you should be spending less time), how long are people actually staying with you (churn should be lower because people have more reason and purpose to be in your company). For Purpose, ask your customers the same question: 'What do we promise you?' If their answer matches (most of) the answer of most of your people, then you're on a roll. For Performance, use the harder metrics: are you overperforming versus last year? Are you seeing a sustainable development or is it still erratic (if your focus is consistent, you should see more stability).

#08

If I want to learn more, where should I look?

On People: Agile Workforce Planning: How to Align People with Organizational Strategy for Improved Performance by Adam Gibson.

On Purpose: The Power of Moments by Chip & Dan Heath.

On Performance: Zero to One by Peter Thiel.



In partnership with

 Santander

Tips and Tricks Sheet