

# Small Company Big Success

## Strategy Foundations that Work

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# Presentation Overview

- ✓ **Strategy Defined**
- ✓ **Why Strategies Fail**
- ✓ **Staffing Foundations**
- ✓ **Strategy Foundations**
- ✓ **Keys to Success**
- ✓ **Action Plan**



# Common Strategy Definitions

“A high level plan to achieve one or more goals under conditions of uncertainty”

Wikipedia

**These don't tell you what STRATEGY REALLY IS!**

“A strategy, when formulated and implemented in the organization, generates a desired pattern of decision making”

Harvard Business Review

# Strategy Re-Defined

A set of flexible but clearly defined decisions

based on business intelligence

that when acted upon

is expected to achieve the organization's mission

# Why Strategic Plans *(and strategies)* Fail

*Forbes Magazine*

*65% of organizations have an agreed-upon strategy*

*14% of employees understand their organization's strategy*

*Less than 10% of all organizations successfully execute their strategy*

# Why Strategic Plans *(and strategies)* Fail

## Forbes Magazine Top 10

1. Having a plan simply for plan's sake
2. Not understanding the environment or focusing on results
3. Partial commitment
4. Not having the right people involved
5. Writing the plan and putting it on the shelf
6. Unwillingness or inability to change
7. Having the wrong people in leadership positions
8. Ignoring marketplace reality, facts & assumptions
9. No accountability or follow-through
10. Unrealistic goals or lack of focus and resources

Planning Issues Execution Issues Key Root Cause

# Why Strategic Plans *(and strategies)* Fail

*Adapted from Harvard Business Review*

*Planning over Strategy*

*Assuming that Revenue is Predictable as Cost*

*Not Planning for the Unexpected*

# Why Strategic Plans *(and strategies)* Fail

## *The Take Away*

In our experience two things are the root of all others.....

- Disconnects in strategy development & execution
- Not having the right people with the right experience in the right jobs



# Staffing Foundations



# Getting the Right People on the Bus

*In fact, leaders of companies that go from good to great start not with “where” but with “who.” They start by getting the right people on the bus, the wrong people off the bus, and the right people in the right seats.*

Jim Collins  
Good to Great



*Easy to Say, Hard to Do....*

# So How Do You Do That?

*Let's Break it Down....*



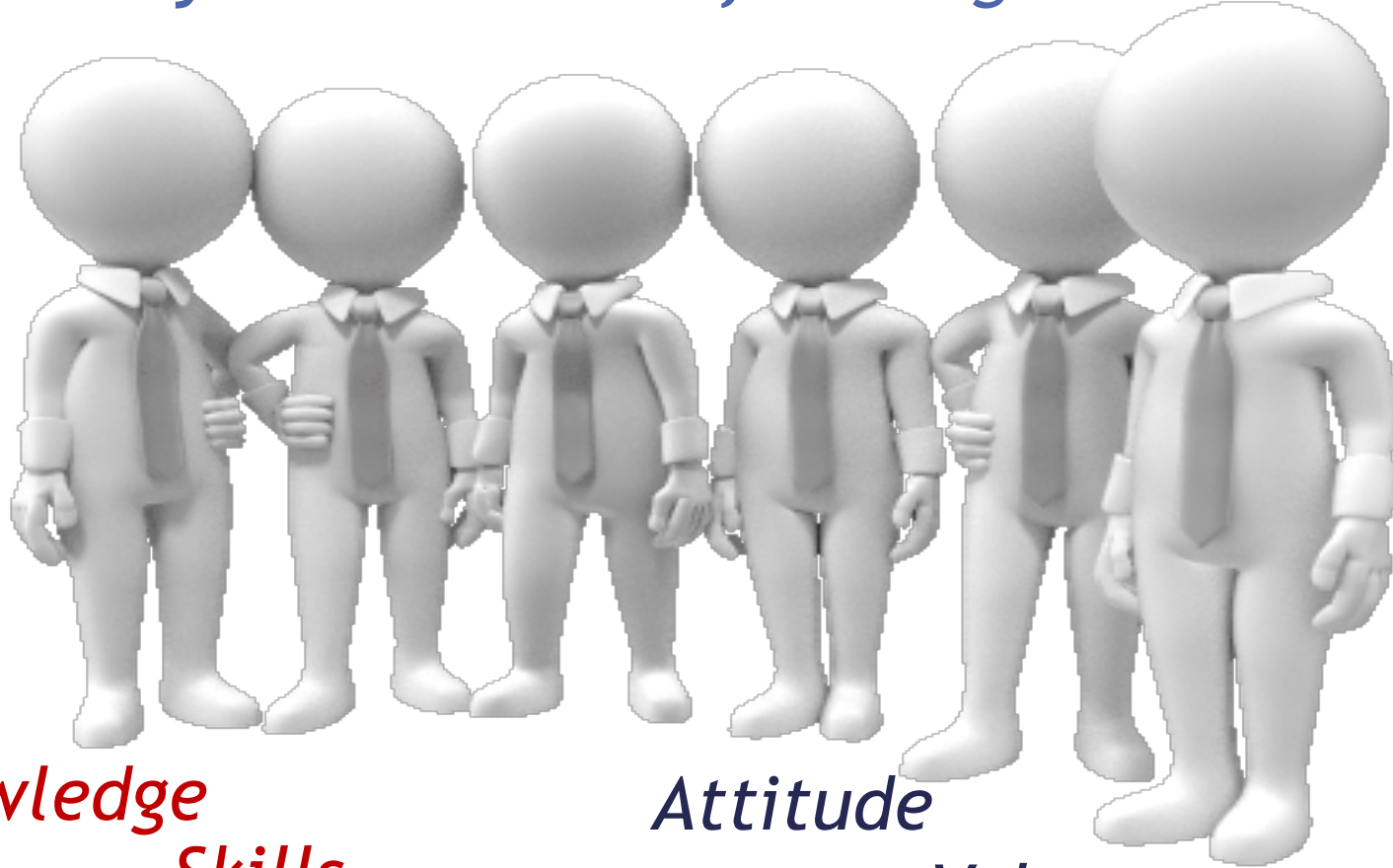
*Right People IN* the *Bus-Boat*

*Wrong People OUT* of the Boat

*Right People in the Right Seats*

# Inventory Your People

*(You Likely Have Several of the Right Ones Already)*



*Knowledge*

*Skills*

*Abilities*

*Attitude*

*Values*

*Work Ethic*

# How Do You Do That?

- ✓ Create a skills database from staff resumes
- ✓ Use a profile tool to assess abilities, personality, and work style
- ✓ Get to know your executives and management - talk to them, listen to them



# Who Do You Really Need on Your Team?



# How Do You Do That?

## 1. *Think Carefully about What You Need*

### Company Size & Structure

Really small, small, or mid-sized?

Corporate & Subsidiaries?

Centralized or Decentralized?

### Industry

Hi Tech or Low Tech?

Heavily Regulated?

High Risk or Low Risk?

A smaller company may not need a COO. In a low-risk, lightly regulated industry, you may not need an in-house GC or CSO

# How Do You Do That?

## 2. *Research what similar Companies did that Worked*

**“Learn from the mistakes of others.  
You can never live long enough to  
make them all yourself.”**

**- Groucho Marx**

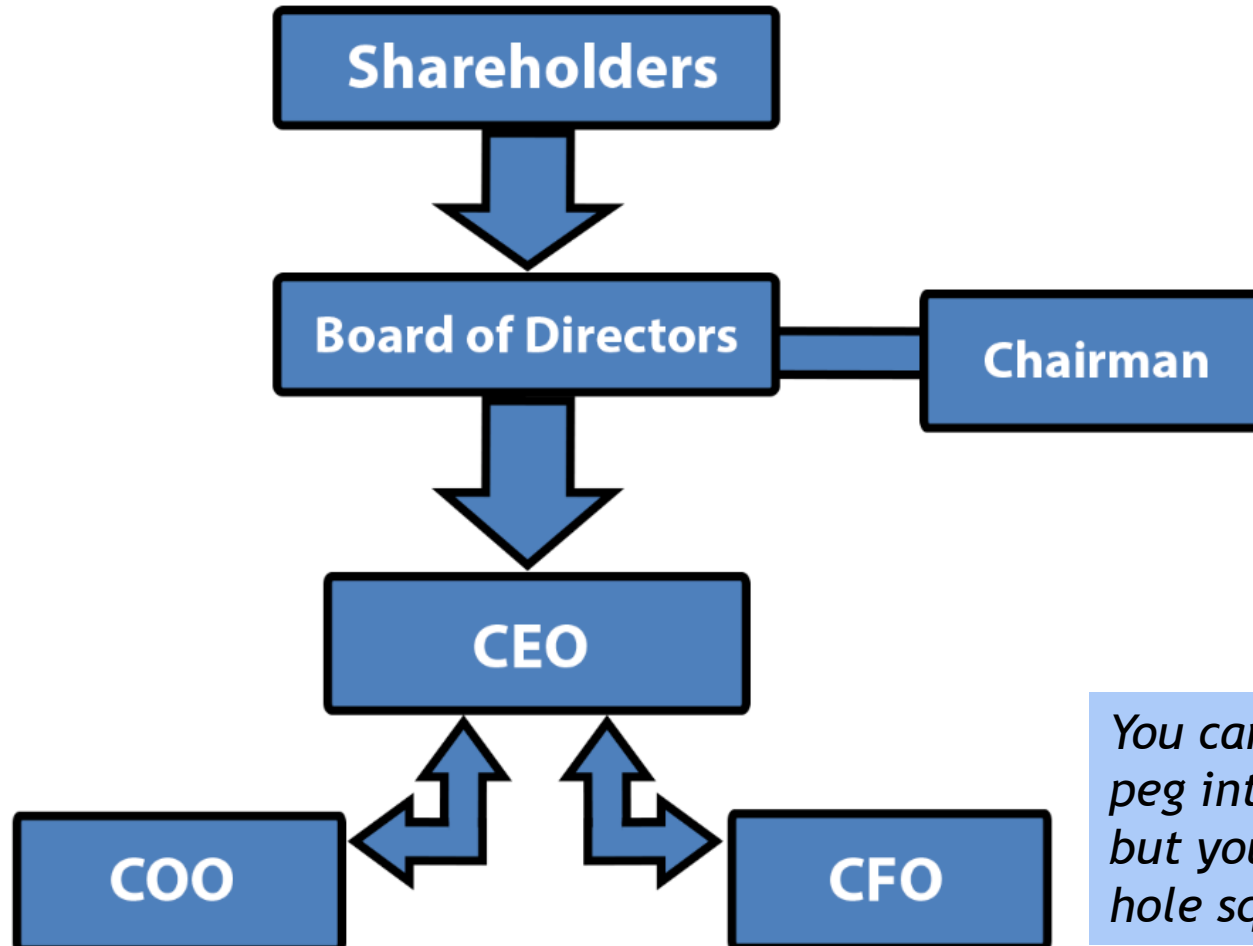
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# How Do You Do That?

## 3. Create your Org Chart



*You can't fit a square peg into a round hole, but you can make a hole square.*

# How Do You Do That?

## 4. *Write Job Descriptions*

- Responsible for What
- Knowledge, Skills, Abilities to Do Excel
- Experience & Education Likely to Develop the KSA's

# How Do You Do That?

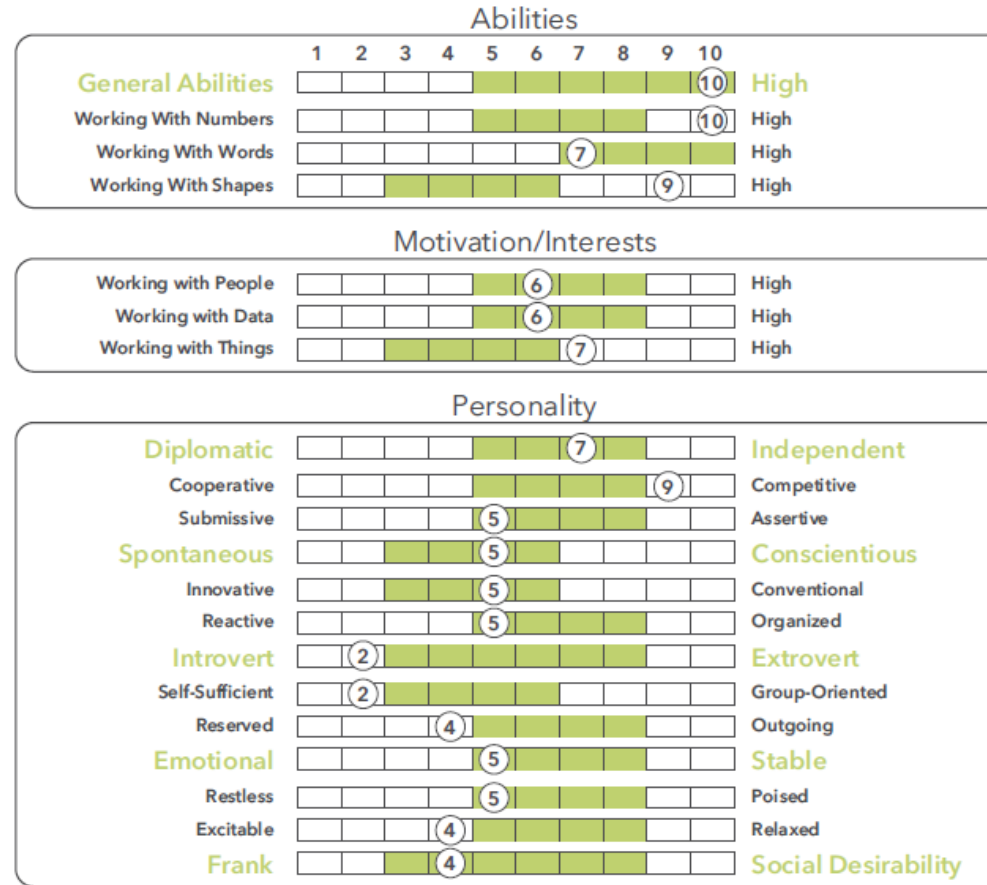
## 6. Develop Profiles

and

## 7. Match your People

### Part 2 - Prevue Results Graph

John Johnson's scores are shown in the circled numbers on each of the Prevue scales presented below. The Prevue Benchmark for the Sample Sales Manager position is indicated by the green shaded ranges on each scale, which are preferred scores for this position. A score inside a shaded range is on the benchmark. A score outside a shaded range is off the benchmark.



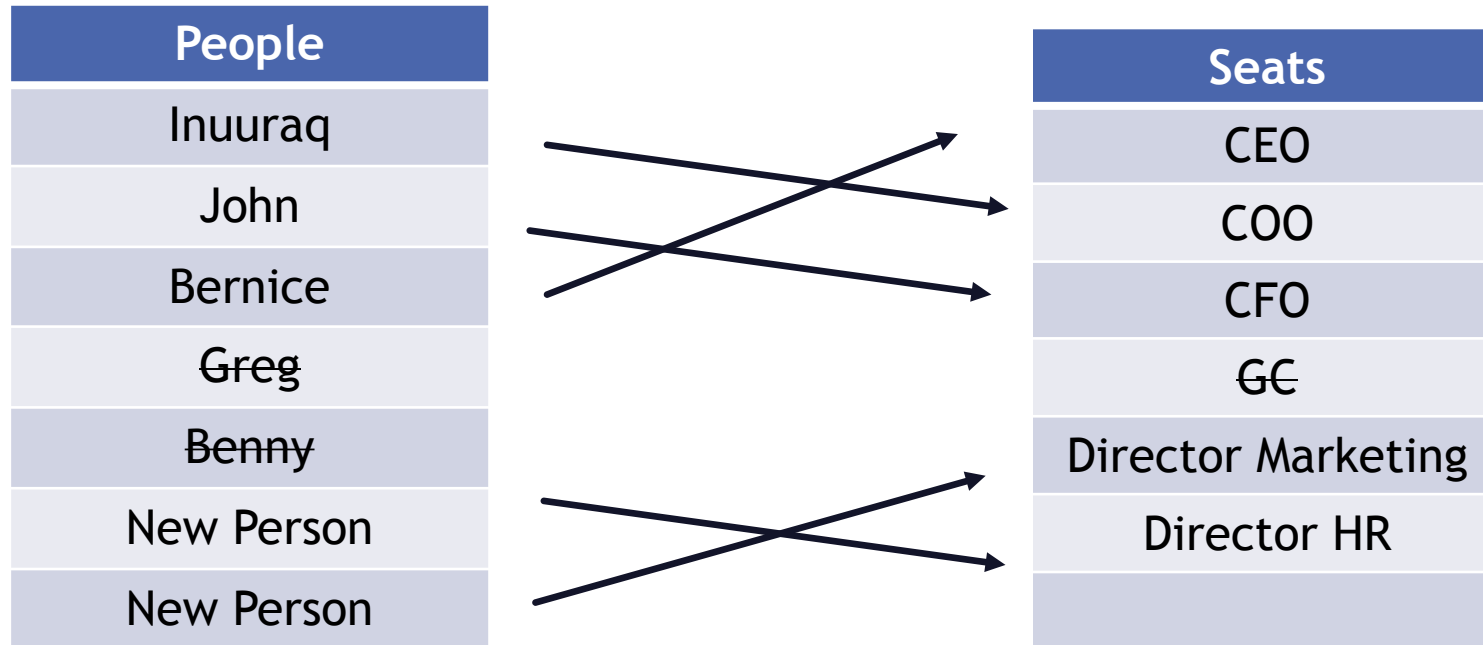
#### Benchmark Suitability Score

The Benchmark Suitability Score quantifies John Johnson's overall fit to the benchmark for the Sample Sales Manager position. Note: John Johnson's Prevue Assessments results, including the Benchmark Suitability Score should comprise no more than one-third of the selection decision process. Refer to Best Practice Information for details.

77%

# How Do You Do That?

## 7. Fill your Seats



# Strategy Foundations



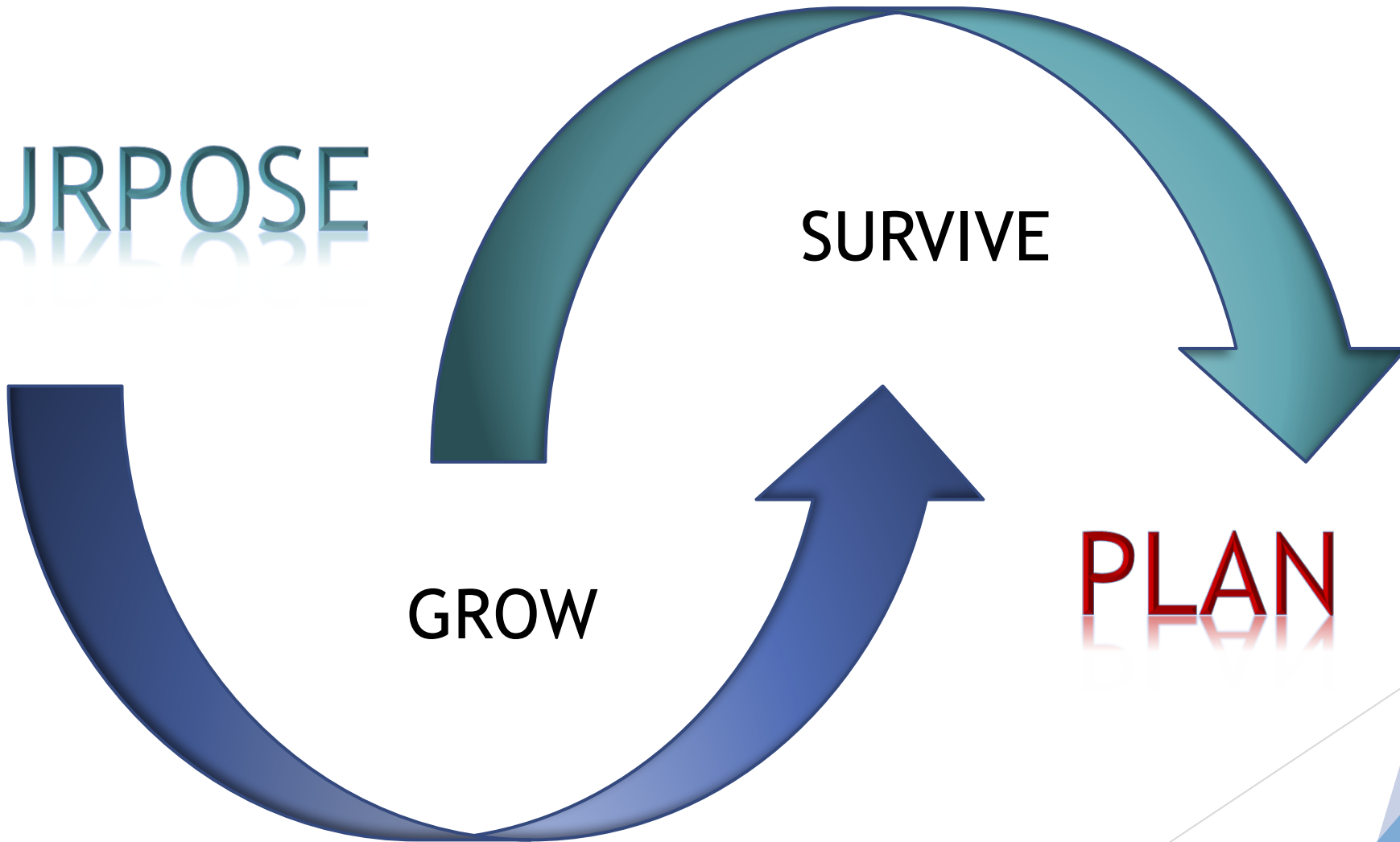
# Essential Strategy - 3 Objectives

PURPOSE

SURVIVE

GROW

PLAN



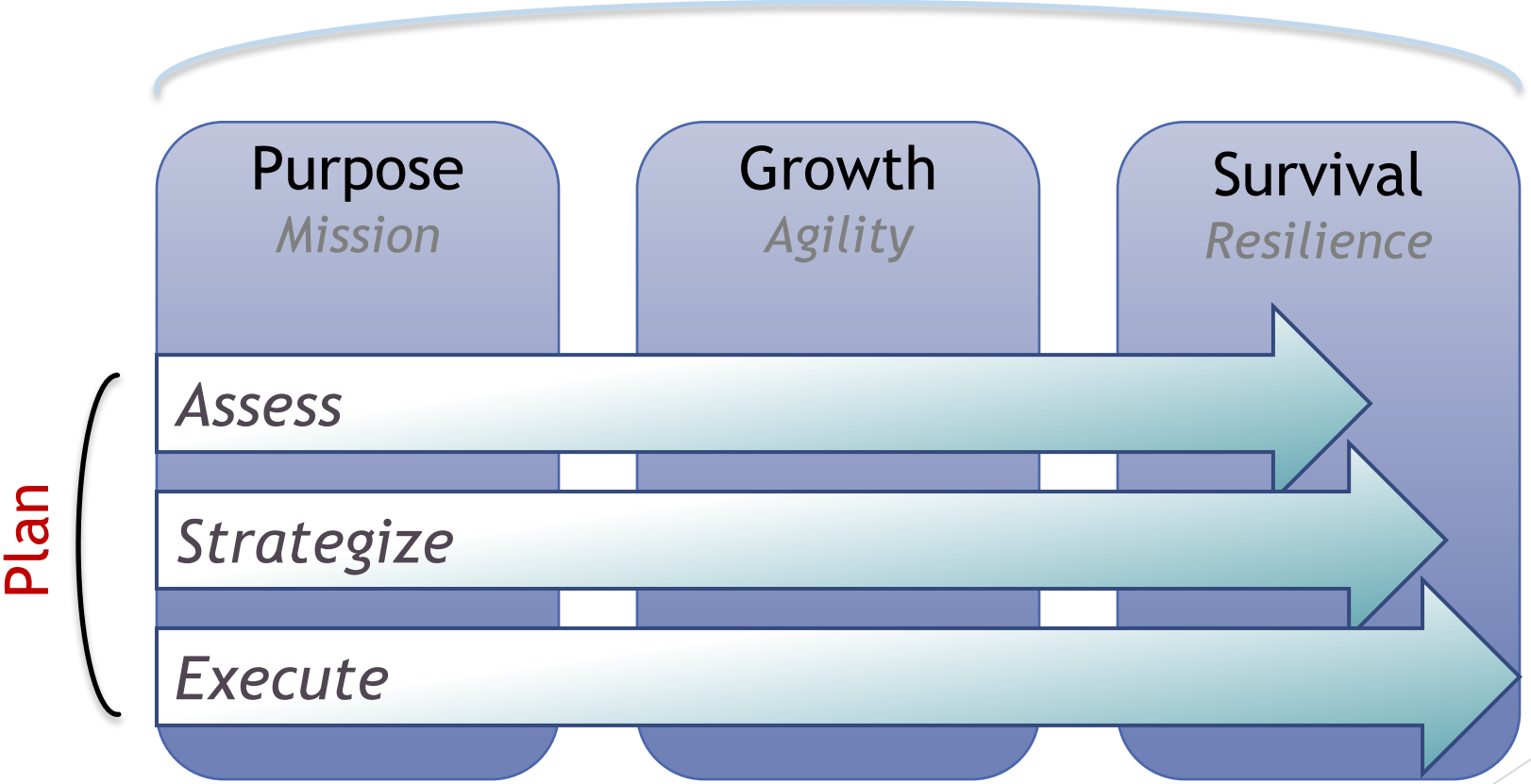
## Essential Planning - 3 Activities

# Planning Process



# Essential Strategy Foundation

## Strategy





# So Where to Start?

## *Strategy Objective 1*

- ❑ Assess ***Mission, Vision, Values***
  - ❑ Are they clear and easily understood?
  - ❑ Are we succeeding?

## *Purpose*

- ❑ Strategize
  - ❑ Has our Mission changed?
  - ❑ Does the business need to change?
- ❑ Execute
  - ❑ Clarify & Communicate

# So Where to Start?

## *Strategy Objective 2*

## *Growth*

- ❑ Assess **Agility**
  - ❑ Market & Industry changes & trends
  - ❑ Internal Capabilities & Resources
  
- ❑ Strategize
  - ❑ Opportunities to Seize
  - ❑ Risk Appetite
  
- ❑ Execute
  - ❑ Align Decision Process
  - ❑ Identify Key Performance Indicators
  - ❑ Establish Emergent Reporting

# So Where to Start?

## *Strategy Objective 3*

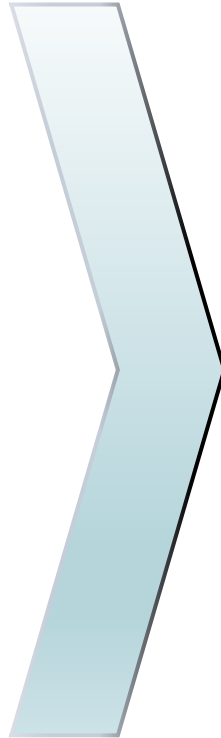
## *Survival*

- ❑ Assess **Resiliency**
  - ❑ Compliance & Governance
  - ❑ Continuity
  
- ❑ Strategize
  - ❑ Risk Capacity
  - ❑ Connect to Mission
  
- ❑ Execute
  - ❑ Risk Management
  - ❑ Business Continuity
  - ❑ Emergent Reporting

# What It Looks Like

## Strategy.....

- Supported by business intelligence
- Decisive but flexible
- Supports Mission, Vision & Values
- Addresses Purpose, Growth and Survival
- Recognizes need for experts



## Strategic Plan.....

- Documents Strategy
- Actionable
- Clear direction
- Clear expectation
- Reviewed & adjusted as needed

# Keys to Success



# Keys to Success - Staffing

- ✓ You understand what leadership positions you need to achieve your Mission and support Operations
- ✓ The people chosen for leadership roles have the skills, experience and knowledge to be successful
- ✓ Staff that cannot fulfil their responsibilities are either put into a position that is a better fit or they are let go

# Keys to Success - Strategy

- ✓ Purpose, Growth & Survival are addressed with equal importance
- ✓ You plan to make adjustments based on the unexpected
  - ✓ You've defined what "success" looks like
  - ✓ Strategy is clear and understood by all

# Keys to Success - Strategic Planning

- ✓ Recognize that data matters
  - ✓ Involve the right people
- ✓ Integrate plan goals into every day operations



# Action Plan



# Action Plan

## *People*

1. Figure out what you **Need**
2. Figure out what has **Worked**
3. Create your **Org Chart**
4. Write your **Job Descriptions**
5. Develop **Profiles**
6. Match **Skillsets**
7. **Fill Seats!**



# Action Plan



# Strategy

1. Have you addressed **Purpose**?
  - Is Mission clear? Are you succeeding?
2. Have you addressed **Growth**?
  - What is your Capture Plan?
  - How do you identify, assess and seize opportunities?
3. Have you addressed **Survival**?
  - How do you manage mission critical risk?
  - Can your business withstand a disaster?
  - How do you monitor emerging risk?

# Action Plan



## *Make It Real!*

- Do you have a defined **Org Structure**?
- Do you have documented **Job Descriptions & Profiles**?
- Do you have a **Strategic Plan**?
- Do you have a **Business Plan**?
- Do you have a **Capture Plan**?
- Do you have **Risk Management Program & Governance Model**?
- Do you have a **Business Continuity Plan**?

Success!



# Contact

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