



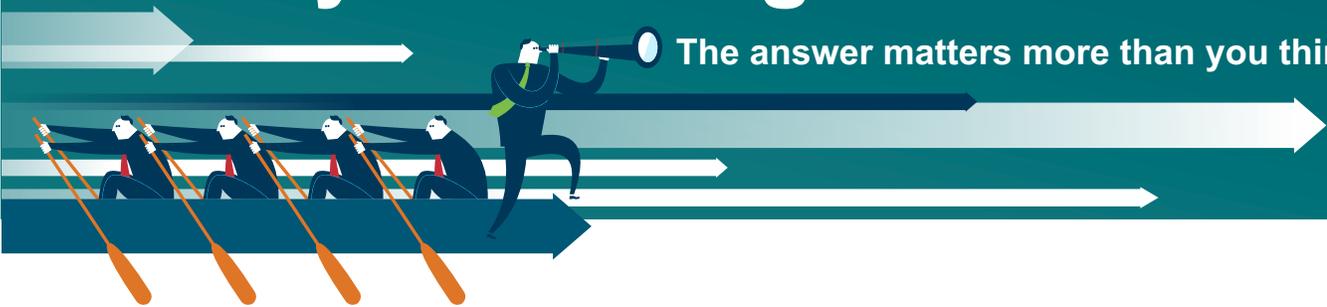
J.D. Creaghan Group Inc.
Performance Solutions
for the Human Side of Business

Leading at the Speed of Growth

Short conversations for leaders who run high growth companies or want to

What's the bench strength of your Management Team?

The answer matters more than you think!



Bench Strength: The collective behavior energy, skill and experience a team contains to achieve the goals and vision of the leader.

There is connection between the bench strength of a team and how much time and energy a leader has to put in to supporting the team. The higher the bench strength, the more likely he or she will be using their valuable time and energy on projects that move the company forward. With a higher bench strength, the team can handle everything else.

Bench strength of a team can be described in four stages:

Stage 1 teams are slow to respond to changing market conditions, government policy demands and competitive pressures.

Stage 1: Emotionally Reactive - No Management Bench Strength

A Stage 1 team strongly reflects the attitudes and values of the business owner with no input from management. Individual managers will simply go along with the wishes of the owner/senior leader. It may take longer to implement new technology and head office initiatives. Employee turnover is higher and employee satisfaction lower.

What's interesting is that at this stage a company can be financially successful. But, the problem is that this indicator can distract the owner and others from the fact that Stage 1 teams are slow to respond to changing market conditions, government policy demands and competitive pressures.

Stage 2: Gets Through the Day - Very Little Bench Strength

At this stage the owner is supporting the managers so consequently her role and energy is wasted ensuring things get done.

At this stage the owner is supporting the managers so consequently her role and energy is wasted ensuring things get done. Subsequently, the company can get through the day, but not make improvements. The relationship with customers is fine because the owner can finesse the situation when needed. But, building the company for the future is not possible because the management team is barely functioning as a team. This is seen in meetings that tend to go on for too long and are repetitive as the same issues get talked about meeting after meeting. New initiatives get stalled, and the owner gets frustrated.

Stage 3: Well Run Business - Good Bench Strength

This is a fully functioning company where the management team supports the owner. The team works well together and can take over the day-to-day operations allowing the senior leaders and active shareholders to focus on the future, relationships with strategic partners and generally what is important to move the company forward. There is predictability to the business that positively translates to relationships with customers, suppliers, the financial partners and the community. Consequently, issues get resolved, service is good and employees are satisfied.

The management team not only runs the business but is involved with improving it as well. Training of staff is focused on improved thinking, advanced leadership, coaching and mentoring.

Stage 4: High Performer - Strong Bench Strength

This is a high functioning, high performing business. The management team not only runs the business but is involved with improving it as well. Training of staff is focussed on improved thinking, advanced leadership, coaching and mentoring. There is a strong desire for high level customer satisfaction, community awareness and employee improvement. The vision of the owner has penetrated throughout the company. As a high performing company, the owner's role is further refined and he or she may be free to look outside the company for growth prospects.

About Jonathan Creaghan, B.A., NLP Master Prac.

Jonathan Creaghan provides performance solutions for the human side of business. Everything he does is to answer the question he asked as young man working at a factory: "Is there a better way for people to work together?"

JonathanCreaghan.com