

9-18-20--6 of 8- Strategy 5 Freedom within the Framework

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SUMMARY KEYWORDS

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Hey everyone, welcome to another episode of legendary leaders. We are diving into episode number six in a series of eight. And we have been talking about the seven key strategies that you need to understand and be able to execute, if you are currently going through or if you will ever go through a reorganization in your company because of some hardships, or a change in the business environment. Okay, so today we are going to talk about strategy number five and strategy number five, I'm calling allowing freedom within the framework. Okay, free within the framework. So similar to how we talked about that we can't just make a blanket statement. We can't just say, Hey, I'm going to cut 25% across the board, because that's just that's the easiest thing to do. and blah, blah, blah, right? all the excuses that we try to come up with, and we know that that's not the right path to go down, right? Well, we need to think about freedom within the framework through a similar lens. I can't look at five different leaders on my team that run five sections of the business and tell them to go implement the changes in the exact same way. It doesn't make sense. Because if out of five of those leaders to have teams that are driving growth in the business in the company, they're driving growth, then I'm probably I'm not going to cut any headcount probably unless they have some underperforming talent, okay. But let's just assume that they have no underperforming talent, they are spot on, they're exactly where we would want them to be the grown the business. I don't want to impact those teams. Then I need to allow them to provide messaging to their team, provide feedback, do all of these different things within the proper framework they need to keep their team aware? They need to let the team know what's happening in the organization. They need to let the team know what's not happening to them, but they

don't need to go and do all these extra meetings or all of these other pieces that the other three teams are going to have to do, because they're going to be impacted in a very different way. Okay. And so that's what I want to talk about here. Now, that's pretty simple that freedom within the framework is just about conversations. But I'm also talking about having them provide you their input, because again, we talked about that yesterday, that your leaders are going to be able to provide input on the overall strategy. Today, I want you to give them freedom within the framework to come back and say for my team, specifically, here's what I recommend that we do. Now, let me throw this caveat out here because it has to be said, you need to be as fair and consistent as you possibly can. So that you are not in any capacity making decisions. From a discriminatory perspective, we will never support that. Okay, that's not what we support at all legend leaders. So I'm also is abundantly clear about that. Now, assuming that all of those pieces have been taken care of, then you should allow freedom within the framework to say, here's how you're going to communicate, right? Here's the framework that you need to stay within. But here's how you're going to communicate. And here's what you're going to share with your team. Here's what you're gonna do it by. And, you know, we need the business to get to this level of revenue.



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Maybe you don't ask the three underperforming teams to contribute them with revenue, because they can't, they've been cut. And they're already underperforming. They've got some growth that they have to go through. So they can't commit to again, that blanket 30% increase in revenue coming out of each of the teams. The first two teams that aren't impacted, they could probably contribute a little bit more. So maybe the company wants to save 25% and they want to increase revenues, or we as a company want to increase revenues by 30%. Let's say, Well, I can't tell the three underperforming seems to go generate 30% increase. And the two over performing teams to generate 30, the over performing teams can generate 30 in their sleep, maybe I need to tell them to generate 40%. And I can have the other teams, you know, generate a little bit less. So that again, I hit my overarching target. I deliver financially to my business. But I'm not expecting everyone to execute all of this in the same way. It just doesn't make sense. You probably weren't running your business like that before. So I'm assuming and hoping and thinking that you're not going to run it that way now. And again, that's why you should be listening to this. And I'm giving you props. If you're listening to this and you're not going through a reorganization right now. Because you're planting the mental seed to tell yourself, it's not going to be a blanket cut, and it's not going to be me making all the decisions and it's not going to be a blanket increase or a blanket communication pathway. It's not going to be all about These different things, I'm going to allow for some flexibility as to where I'll make the cuts, I'm going to allow leaders to provide input. And I'm going to allow for some

flexibility in the growth expectations and the changes that I expect to happen in each piece of the business. Because if you allow for that, then you've kept the talent, right, we talked about keeping the talent. So you've kept the talent. That's fundamental. You have all your top talent, people still working for you. And you give them varying levels of challenges. They're going to strive to meet that if you set a blanket 30% increase across the board, especially to those three underperforming teams, and you've got top talented people on those teams, they're going to burn out and they're going to feel defeated, because that's a goal that they're not going to be able to hit right away. And that's not fair to them. Whereas the two top performing teams setting a goal at 30%. They're going to be bored, because they have already done that they're not going to be stretched. They're not going to grow so creative. Stretch in the growth, by creating the variability, create the freedom within the framework, don't hold everyone to the same standard on how they're going to execute the changes, as well as what those changes need to look like across each team. That's what I'm going to leave you with today. I want you to think about that. If you vary it right now, and you set varying targets and expectations and growth points and, and strategies and things of that nature for your business right now, you need to continue that through a reorganization. So without having to make all the decisions yourself. Ask your team. How would you like to apply this? What does this look like for you? What do you think you can contribute? How do you think you'll be able to move forward? They're top talented, remember, so they're going to push, they're probably going to push themselves harder than you would push them. Okay, in many, many instances and when they don't, it's for good reason. It's because they know what's realistic and what they can achieve and not defeat their team with you. You listen to that. Okay. So how do you provide freedom within the framework whenever you're going through a reorg that's the message for today. Go and be legendary.