

Three Essential Initiatives to Scale Effectively

Necessary shifts to support growth

“What got you here won’t get you there” -- Marshall Goldsmith

This famous saying also applies to rapid-growth start-ups. Effective practices for an organization of one size do not work for that same organization as it doubles, triples, etc. Most start-up leaders know this; however, they can’t effectively address it given the avalanche of work. That is, until it can’t be ignored when the organization starts to plateau, employees leave, or KPIs are missed. At this point, the organization is backpadding.

Get ahead of necessary shifts that support growth with three proactive initiatives. These efforts will positively impact your organization’s ability to reach and exceed its goals. Set the stage for sustainable change through discovery, collaboration, and action. Engage employees with frequent and transparent communication.

Value Alignment – preserve original culture, redefine norms to boost commitment

An organization’s culture can be defined as a simple equation of values, artifacts (representation such as website, stories, etc.), and norms of behavior. The norms of behavior typically shift as a company grows.

- Discover:** Gather evidence of the organization’s values in artifacts and norms through materials review, surveys, observation, interviews, and/or focus groups
- Collaborate:** Establish the current state of culture; investigate shifts
- Act:** Actions will vary and could include employee engagement efforts, professional development, and/or process and procedure redesign

Process Review – clear the bottlenecks to increase creativity and productivity

The ability to collaborate and share meaning is hindered when employees can’t shout across the room. Rapid growth makes it hard to keep up with necessary process changes because they require constant recalibration.

- Discover:** SWOT analysis of teams and team interdependence to identify bottlenecks and pain points through materials review, surveys, observation, interviews, and/or focus groups
- Collaborate:** Identify successes and pain points; solidify successes, investigate improvements
- Act:** Actions will vary and could include employee engagement efforts, professional development, and/or process and procedure redesign

Management Skill Assessment – empower managers to drive the bottom line

As organization’s grow, employees are often promoted because they excel at their given responsibilities; however, these strengths don’t indicate their ability to train, mentor, and develop successors.

- Discover:** Uncover manager capabilities through materials review, surveys, observation, and interviews
- Collaborate:** Recognize manager strengths and growth opportunities; consider growth options
- Act:** Actions will vary and could include individual assessments with debriefs and coaching, professional development, and/or general coaching

About Michelle

Michelle’s passion is working with teams to achieve sustainable change through the discovery of root causes and authentic collaboration. Michelle is a strategic partner with over 25 years of experience working with organizations of all sizes and disciplines. She has expertise in strategic planning, data analysis, strategic communications, facilitation, maximizing team performance, leadership and management coaching, and issue assessment and resolution. Michelle has spent much of her career contributing to the success of a hybrid-working global communications organization where she held operational and client-facing senior positions. At the core of Michelle’s achievements is the ability to align strategy with structure, people, and processes. Michelle holds a master’s degree in organizational psychology and a BS in finance. To learn more: MKopconsult.com, [LinkedIn](https://www.linkedin.com/in/michellekempskie).