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# Building a Winning Home Team & Building Your Competitive Advantage

DSWA Executive Forum

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# What we are talking about today



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- For emerging or growing companies, the right people on the team make all the difference
- Your Consultants and Employees look to the Home Team a.k.a. “HQ” or “Home Office” for leadership
  - Common titles: President, VP Sales, VP Marketing, Director of Development, COO
- How you lead can really matter, so having the building the team is a very important process



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**"THE ABILITY TO MAKE GOOD DECISIONS REGARDING PEOPLE  
REPRESENTS ONE OF THE LAST RELIABLE SOURCES OF  
COMPETITIVE ADVANTAGE, SINCE VERY FEW COMPANIES ARE  
GOOD AT IT"**

**— Peter Drucker**

# Agenda



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1. Building the Foundation
2. Steps to building that winning team
3. What you can do to ensure a better chance of success

# What does a winning team look like to you?



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- Everyone knows her/his role
- It is easy
- We grow
- We have fun
- People stay
- A higher caliber of people want to join us
- We collectively achieve our goals!

# Are you *really* ready?



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- Can the Founder / Owner let go?
- Is there enough for the new executive to “own”?
- Do you know what you need to move forward?
- Is this a priority?

# Ways to assess what you need



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- Look at the big picture
  - Point of Pain vs. longer term needs?
  - Experience at that level – how far down the road?
- Small company vs. big company?
- Get it done vs. visionary – or both?
- Creativity vs. analytical – or both?
- Is your culture evolving?

# Assess your culture



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Culture has been defined as what people do when you are not looking

- Describe:
  - What we value in prior employee experience
  - Our communication style
  - The physical environment & pace
  - How we do what we say, i.e. integrity
  - How much we value teamwork vs. individual contributor

# Ways to assess what you need



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- Carefully look at the current executive team
  - Do current team members have the “bandwidth”?
  - Do we need to make other changes first?
  - Succession planning in place?
  - Do we have the budget to hire what we really need?

# Ways to assess what you need



Model the current team

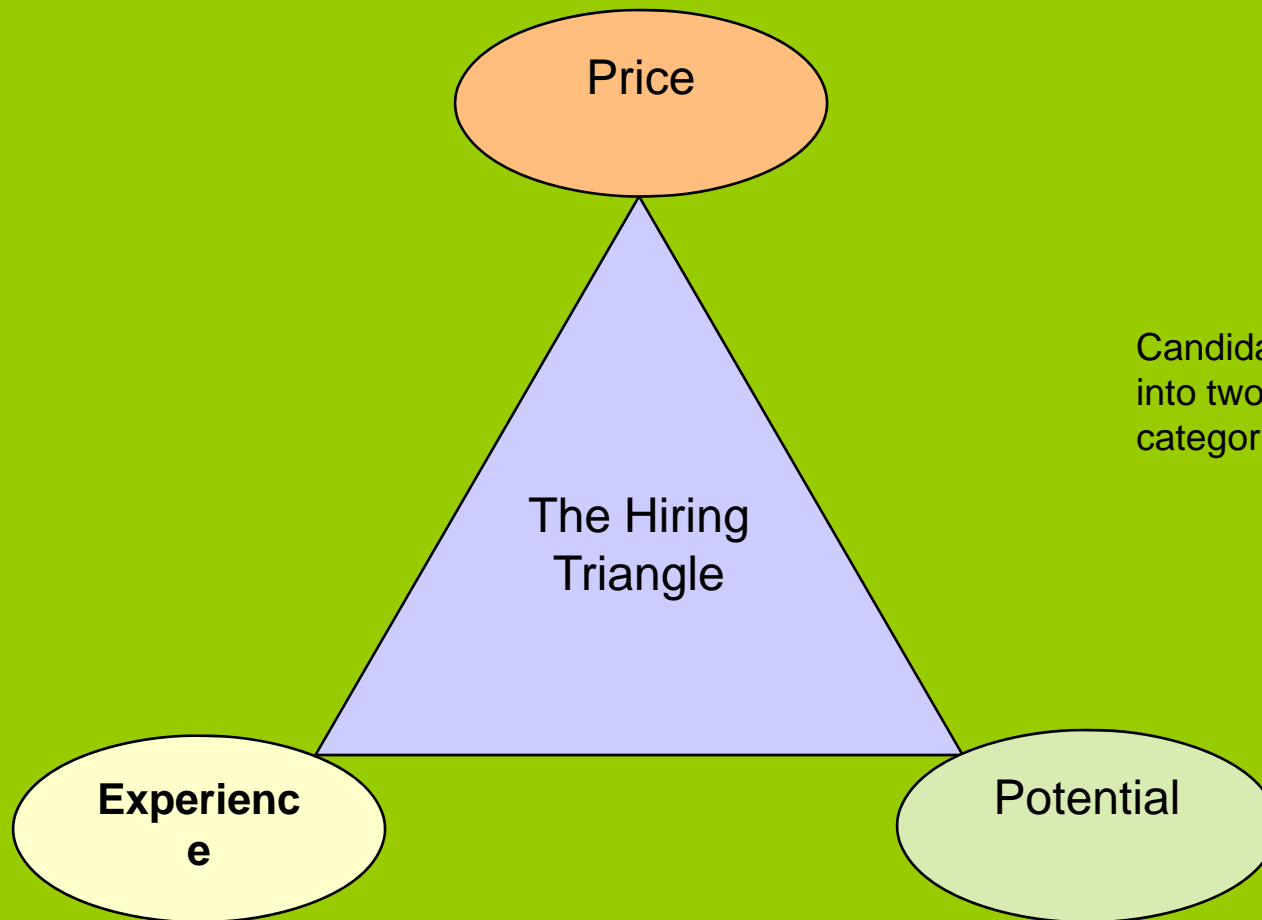
<b>C</b> Conceptor	<b>A</b> Advancer
<b>R</b> Refiner	<b>E</b> Executor

An effective team must include each of these types of members. Individuals can and do exhibit more than one of these traits, but not at the same level. Very few have all of them in any strength.

# Ways to assess what you need



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Candidates will fall into two of these categories

## Create a strong Job Description



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It can help you attract better candidates if done right and...  
helps the candidate & team understand and agree:

- Specifically, what are the primary expectations?
  - Leave out the kitchen sink, “Walks on Water”
- Describe the position duties *and* the ideal candidate
- Link to annual goals – measurable, authority to make it happen.
  - Grow sales by X%, Expand Consultant base to XX,XXX
- Reporting structure = role within the company

# How do we know?



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Once we find a pool of candidates that look like they have the skills on paper, how do we find “the one”?

- At this level, we have to balance Recruiting and Screening
- Phone conversation
- Keep the process moving
- Behavioral interviews – in person. Was it their idea or were they in the hallway?

# How do we know?



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## Good examples of questions to ask:

- Tell us about a time you had a Consultant that was not performing. What did you do and what was the outcome?
- In your role at Company X, what customer insights did you gain and what did you do with those insights?
- Give us an example of dealing with a problem employee and what you did
- What is your primary development need?

# How do we know?



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## Hints for an effective interview

- Don't give the answer!
- Let the candidate talk
- Listen to hear if they are giving specifics/details or theory
- Listen for how they approach your questions
- Do they actually answer your question?
- Ask what *they* actually did, step by step. Continue to probe
- How insightful are their questions?
- Do they look you in the eye?

# How do we know?



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- The candidate complements your leadership model
- Her style fits our culture
- Will we be happy to see her in the office *every* day?
- Has the candidate done her homework?
- What does the staff say?
  - Input vs. vote

# How do we know?



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- Doing your homework
  - Industry referrals: gauge reputation
  - Google them
  - Personal referrals
  - Background checks: credit, job, criminal, education

# Making it work



Now that the new person is on the team, how do we ensure success?  
The must haves:

1. Clear, measurable goals and expectations in writing
2. Clarify priorities
3. Here's how we like to...
4. Get out and meet people
5. Regular feedback
6. Look for early successes
  
7. 360 Review after 90 days

- Great resource: *The First 90 Days*, Michael Watkins

# Why spend all this time and effort?



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## What happens if you create a “losing” team?

- People leave
- Consultants leave or are not motivated enough
- Your reputation, sales & relationships suffer
- The cost estimates have ranged from 10 to 24 times annual compensation, or \$1,000,000 to over \$2,000,000+.
  - Study: Brad Smart, *Topgrading*



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Where can we help?  
What are your toughest challenges?

Franchot & Associates, Inc. is a retained executive search and management counsel firm with extensive experience helping organizations find and hire leadership talent. Many of the steps above are typically included in our search assignments for leading organizations.

**Contact: Andrew Ronningen    952-253-0080    [andrew@franchotassociates.com](mailto:andrew@franchotassociates.com)**