

The Challenge of Growth
Combining Business Excellence with Humanity

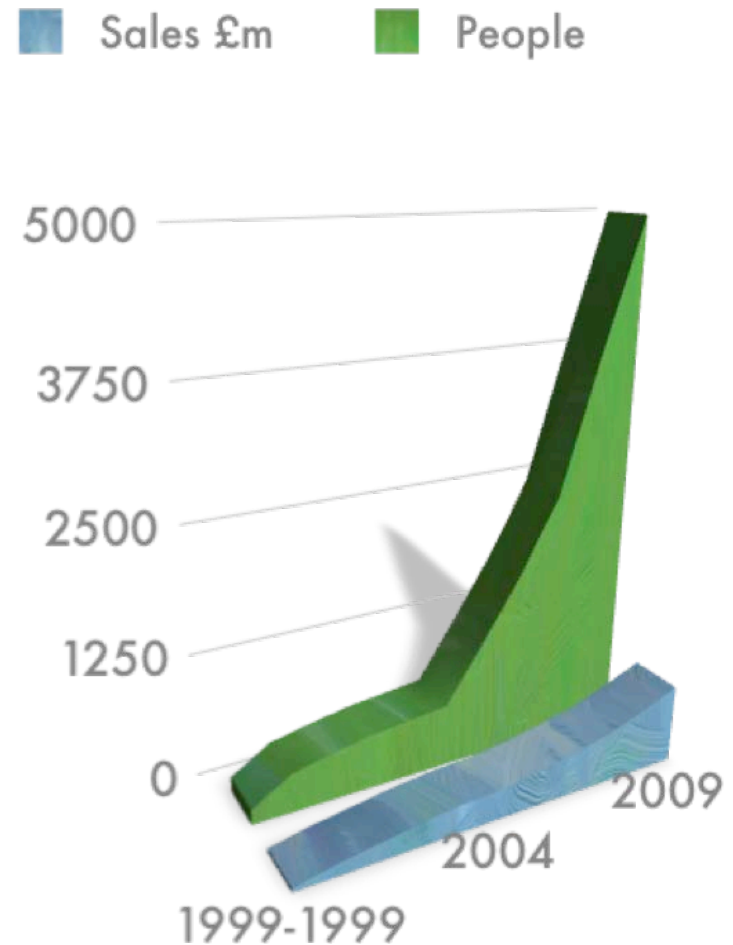
John Clough

From 5 to 5000 partners in 5000 days

- The 'How'in 20 minutes

eaga's Growth Cliff

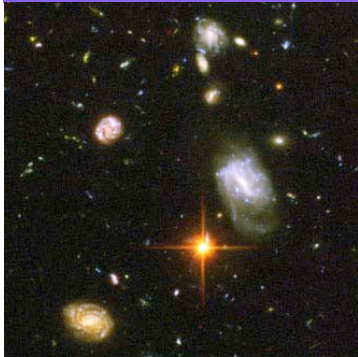
- 1990-99: Non-Profit
- 2000-2007: EO
- 2007-now: FTSE 250



The Challenges

- Growth
- Tectonic Shifts
- Culture

The Challenge - Growth



- Order from Chaos

- Clear Targets

- Clear Pathway

- Do you know your part

- Are you properly appraised, directed and rewarded



The Challenge - Tectonics

- 20 a sports team
- 50 a Jumbo
- 200 Queen Bee
- 500 Who's that?
- 1500 Big little or Little Big
- 5000 Main stream Corporate



The Challenge - Culture

- What is it
- Who sets it
- How do you sense it
- Running out of Romans



When I thought I'd Lost it

- South West
- Level 5
- Level 5+1



Get it Right - Level 5+1

- Hire the right people
- Deploy into jobs they are suited for
- Set BHAG's
- Share the success



Getting it Right - Hire the right people

- Start with your people pickers
- Would you invite them to dinner?
- What would they like as their epitaph?
- Meet every new partner - judge the picker
- $A + _ + _ + _ + _ + _ + _ = 100$



Getting it right - look for strengths

- Everyone can be perfect - NOT
- Don't try to put in what G left out
- Playing to strengths = happy, engaged and high performing
- But you can still develop - incrementally



Getting it right - Setting BHAGs

- Which Mountain?
- What Strategy?
- How will it feel?



Getting it Right - Sharing Success

-and pain and responsibility
-and knowledge, power and reward
- How EO makes this tangible
- Aligning Objectives
- Humility of leaders is essential

The Outcomes

- A Values led organisation
- Like minded people
- Customer focus
- No 'them and us'
- Mutual respect but a clear leader
- Focus on challenges and share success

And Then?

- **Level 5 (Jim Collins):** an organisation reaches level 5 when the values espoused by the most senior leader become so embedded within the organisation that those values will transcend that leader leaving the organisation.
- **Beyond Level 5:** The true test - employees recognise and feel themselves to be partners in the business.
- This requires leaders to display business focus and humility/humanity in equal measure.
- Only then can you LEAD QUIETLY!