

Workshops

Execution: One Page Strategic Plan (OPSP)

- Duration: 8 hours, Workshop Format
- Description:
 - This session will review the 4 Decisions critical to grow a business profitably: People, Strategy, Execution and Cash – and the KPIs to measure.
 - Each company will set Annual and Quarterly Priorities for their company during the workshop.
- Learning Objectives:
 - Understand the 4 Decisions Critical to Grow Profitably.
 - Set the Annual and Quarterly Priorities for Your Company.

[Company Name]			
3 Year Plan and Annual Priorities			
TARGETS (3 Years)		GOALS (1 YEAR)	
Year		Year Ending	
Revenue		Revenue	
Gross Profit		Gross Profit	
Net Income		Net Income	
Reserves (Core Capital)		Reserves (Core Capital)	
Key Thrusts/Capabilities 3 Year Priorities		Key Initiatives Annual Priorities	
STRATEGY: Ensure company has a solid business model for sustainable, predictable and recurring revenue from a diversified customer base.		STRATEGY Core values? Purpose? How does the company reach your fiscal targets for 2023? Define your Growth Strategy.	
PEOPLE Ensure the right people, are in the right seats, doing the right activities to ensure the organization can meet growth goals.		PEOPLE Position Scorecards for all positions in company, and complete ScaleMap to identify and hire critical hires for 2023	
EXECUTION Ensure net profitability goals are achieved and activities are completed with strong communication and little to no drama.		EXECUTION Implement meeting rhythms (Level 10 and monthlies), identify key company KPIs, establish quarterly priorities and manage quarterly priorities with MAPs to achieve 80% of Rocks every quarter	
CASH Build a dynamic structure so that our 3-year projections that can be dynamically monitored in order to improve margins as we grow the topline revenue.		CASH Achieve alignment of leadership teams on company fiscals, put in place the key fiscal reports (forecast 90 day forecast, Simple Numbers fiscal format) in order to achieve [x] days of core capital and/or healthy cash flow; pay off debt?	

Strategy: Core Values

- Duration: 4 hours, Workshop Format
- Description:
 - This session is about how to establish Core Values for your company.
- Learning Objectives:
 - Understand what Core Values are, and why they are a Strategic Building Block for your company.
 - Using a “Mission from Mars” activity, discover the Core Values for your company.

Strategy: Core Values

What Are Core Values?

- 1 Core Values are a handful of rules that remain constant.
- 2 Core Values must pass **three** tests:
 - Are they alive among our people today? They are not aspirational.
 - Would you take a financial hit to uphold your core values?
 - Would you fire anyone for violating your core values?

Mission to Mars

If you were to re-build your organization on Mars, and you could only send 5 people to start it up, who would they be?

Ambassadors:

- Display a true understanding of what your organization is about and how to act.
- Are highly respected by peers.
- Display the highest level of competency.

Who (Name)	Describe Characteristics (attribute/ behavior)

Strategy: Business Model Canvas

- **Duration:** 4 hours, Workshop Format
- **Description:**
 - This session is about identifying the 9 building blocks of your business model, with special focus on Customer Segments and Value Proposition.
 - Using the Strategyzer tool, each company will complete a Business Model Canvas during the workshop.
- **Learning Objectives:**
 - Understand the 9 Building Blocks of your business.
 - Identify a Building Block that your company can focus on over the next 90 days.

[illegible]

Strategy: 7 Stages of Growth

- Duration: 2 hours, Presentation Format
- Description:
 - Learn about the 7 Stages of Growth that companies go through, the 3 Barriers to Growth and identify the challenges of each Growth Stage.
- Learning Objectives:
 - Learn about the 3 Barriers to Growth, and be able to identify the Stage of Growth that your company is in.

flashpoint! Solutions to ignite your business.

Stages Of Growth Matrix

Themes	Stages of Growth:	Start-Up 1	Ramp-Up 2	Delegation 3	Professional 4	Integration 5	Strategic 6	Visionary 7
Total Number of Staff		1-10	11-19	20-34	35-57	58-95	96-160	161-500
Number of Managers		0	1	3-5	6-10	11-16	17-26	27-45
Number of Executives		1	1	1	2-3	4-5	6-8	9-15
Builder-Protector Ratio		4 : 1	3 : 1	1 : 1	3 : 2	2 : 1	3 : 1	2 : 1
Three Gates Focus	1st Priority	Profit People Process	Profit Process People	People Profit Process	Process Profit People	Profit People Process	People Profit Process	People Process Profit
CEO Modality Manager Modality Staff Modality		Dominant Supportive Facilitative	Dominant Supportive Facilitative	Facilitative Supportive Dominant	Facilitative Dominant Supportive	Facilitative Dominant Supportive	Dominant Supportive Facilitative	Dominant Facilitative Supportive
Three Faces of the Leader Blend								
Visionary		40%	40%	10%	10%	30%	45%	75%
Manager		10%	20%	60%	70%	60%	50%	20%
Specialist		50%	40%	30%	20%	10%	5%	5%
		Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 6	Stage 7

Cash: Cash Acceleration Strategies

- Duration: 2 hours, Workshop Format
- Description:
 - This session is about how to improve cash flow in your business.
 - Using a tool from Scaling Up, companies will identify 1-4 ways to improve cash flow.
- Learning Objectives:
 - Understand the 4 key cycles of your business that make up your cash conversion cycle.
 - Identify ways to shorten key cycle times to improve cash flow.

Cash: Cash Acceleration Strategies (CASH)

SCALING UP
A GAZELLES COMPANY

Cash Conversion Cycle (CCC)

A

Sales Cycle

B

Make/Production & Inventory Cycle

C

Delivery Cycle

D

Billing & Payment Cycle

Shorten Cycle Times

Eliminate Mistakes

Improve Business Model & P/L

A

Ways to improve your Sales Cycle

1			
2			
3			
4			
5			

B

Ways to improve your Make/Production & Inventory Cycle

1			
2			
3			
4			
5			

C

Ways to improve your Delivery Cycle

1			
2			
3			
4			
5			

D

Ways to improve your Billing & Payment Cycle

1			
2			
3			
4			
5			

Cash: Power of One

- Duration: 4 hours, Workshop Format
- Description:
 - This session is about how to improve cash flow in your business.
- Learning Objectives:
 - Understand the four critical decisions you need to make to grow your business profitably.
 - Understand the 7 levers that can dramatically affect the cash flow in your business.
 - Understand different pricing strategies that can drive top-line growth and improve your bottom line.

Power of One


Your Power of One

The Power of One is what we call the “code” of your business. This shows us the impact that a 1% improvement in your income statement or drivers – price, volume, direct costs and overheads --- what that has on your cash flow and your profit. And, what a 1-day improvement in your account receivables and payables does to your cash flow.

		Net Cash Flow	Operating Profit
Your Current Position		323,998	1,216,499
Your Power of One	There are 7 ways to increase net cash flow and operating profit.	Impact on Cash Flow	Impact on Operating Profit
Price Increase %	1 %	207,501	251,226
Volume Increase %	1 %	-5,232	41,298
Direct Costs Reduction %	1 %	212,733	209,928
Overheads Reduction %	1 %	29,133	29,133
Reduction in Receivable Days	1 days	68,829	
Reduction in WIP Days	1 days	68,829	
Increase in Payable Days	1 days	57,514	
Your Power of One Impact		639,307	531,585
	Adjust the % or days and see the impact on cash flow / operating profit.	Net Cash Flow	Operating Profit
Your Adjusted Position		963,305	1,748,084

People: Functional Accountability Chart

- Duration: 2 hours, Workshop Format
- Description:
 - This session is about identifying person accountabilities for key functions of your business.
- Learning Objectives:
 - Understand the key functions of your business, and the standard KPIs.
 - Complete a Functional Accountability Chart (FACe) for your company.
 - Establish 1-2 KPIs for each function of the company.

People: Function Accountability Chart (FACe)

- 1 Name the person accountable for each function.
- 2 Ask the four questions at the bottom of the page re: whose name(s) you listed for each function.
- 3 List Key Performance Indicators (KPIs) for each function.
- 4 Take your Profit and Loss (P/L), Balance Sheet (B/S), and Cash Flow accounting statements and assign a person to each line item, then derive appropriate Results/Outcomes for each function.

Functions	1 Person Accountable	3 Leading Indicators (Key Performance Indicators)	4 Results/Outcomes (P/L or B/S Items)

People: Job Scorecards

- Duration: 4 hours, Workshop Format
- Description:
 - This session is about learning what Job Scorecards are, and creating a Job Scorecard for one (1) position in your company (as an example).
- Learning Objectives:
 - Understand the difference between job descriptions and scorecards.
 - Complete a sample job scorecard for (1) position in your company.
 - Learn the best practices / uses of how to manage people with a job scorecard.

People+: Job Scorecard				SCALING UP A GAZELLES COMPANY	
Scorecard for Role				<input type="checkbox"/> Proceed <input type="checkbox"/> Reject	
Candidate				Overall Rating	
Interviewer				Interview Date	
Mission for Role					
	Accountabilities & Metrics	Comments	Rating	Competencies	Rating
1					
2					
3					

People: StrengthFinders

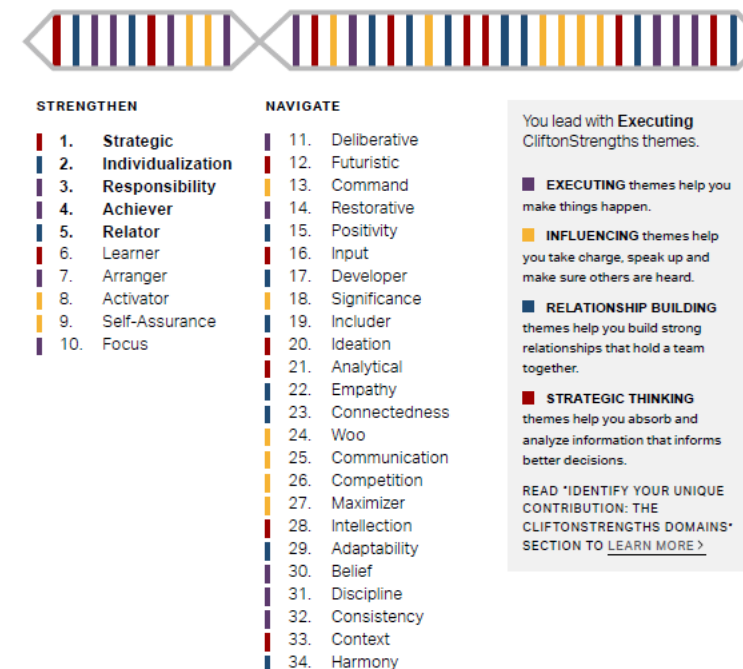
- **Duration:** 4 hours, Workshop Format
- **Description:**
 - Using Gallup's StrengthFinders Assessment, learn about your individual strengths, and how to manage to a person's strengths.
- **Learning Objectives:**
 - Understand how to read and validate your StrengthFinders assessment.
 - Understand the 4 Domains of Leadership.
 - Understand what people look for in a Leader, and how to Lead with People's Strengths.
 - Gain insight into your team's Strengths as a whole.

Your CliftonStrengths 34 Results

You are uniquely powerful. Your distinct CliftonStrengths 34 profile sets you apart from everyone else. This is your talent DNA, shown in rank order based on your responses to the assessment.

Use this report to make the most of your strongest CliftonStrengths themes, navigate the rest and maximize your infinite potential:

- **Read and reflect on your results** to understand what you naturally do best.
- **Learn how to apply** your strongest CliftonStrengths every day.
- **Share your results with others** to create stronger relationships and improve teamwork.

[illegible]

Execution: Company Dashboard (KPIs)

- Duration: 4 hours, Workshop Format
- Description:
 - This session will focus on how to create a Company Dashboard to monitor the health of your company.
- Learning Objectives:
 - Learn about the 6 different areas that your Company should monitor, and sample KPIs that you could be tracking on an ongoing basis.
 - Identify best practices to run your company with data/facts.

[Company Name]		
Company Dashboard		
Health of the Relationship with Employees	Health of the Relationship with our Customers	Health of Our Relationships with Stakeholders
Employee Engagement, Q1-Q2 (T: >95%, A:)	Brand Promise KPIs (T:) (A:)	EBITDA (T: A:)
# of Scorecards complete (T:) (A:)		Net Profit (T: A:)
Health of our Make / Buy Process	Health of our Sell / Market Process	Health of our Record Keeping
		90-day Cash Flow (T: A:)
		Days of Cash Reserves (T: A:)
		A/R Days (T: A:)

Execution: Meeting Rhythms

- Duration: 2 hours, Presentation Format
- Description:
 - This session will focus on the different meeting rhythms your company can adopt (dailies, weeklies, monthlies, quarterlies and annual planning sessions).
 - Identify best practices to running your meetings more effectively.
- Learning Objectives:
 - Learn about the different meeting rhythms, purpose of each, with standard meeting agendas.
 - Standard templates for meeting rhythms will be provided.

LEVEL 10 MEETING

Date: xxx

Time: 11:00 – 12:30 (example only)

Members
(Names)

Prewrite:

- Same time, Same place, Same agenda, Start on time: “Early is on time, on time is late,” End on time

Time	Item	Owner
5 minutes	Good news <ul style="list-style-type: none">• Transition from working in the business, to on the business.• Share personal and professional news.	All
Reporting Section		
5 minutes	Review scorecard numbers (are scorecard numbers on track?)	All
5 minutes	Rock review (are our rocks on track for the quarter?)	All
5 minutes	Customer or employee headlines – good and bad news (one sentence headlines)	
Accountability Section		
5 minutes	Review To-Do List from last week (7-day action items) <ul style="list-style-type: none">• This is a dynamic document, where <u>to-do's</u> and issues are coming on/off any week• Rule of thumb: 90% of your to-dos should be dropping off every week from what you committed to completing from last week. Typically, an accountability problem if they are not dropping off.	All
60 minutes	IDS – Identify, Discuss and Solve (Issues List) <ul style="list-style-type: none">• Any scorecard #, <u>rock</u> that is off track, or customer / employee headline needs to be addressed – drop it here. This builds the Issues list.• Prioritize your issues first. Focus on the most important issue first.• Take #1 and identify what the real issue is. Once you identify what the real	All