Get Growing

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Three Keys to Growth

- **Resources**
  - Webinar 3 was how to hire, but should you?
- **Personal Growth**
  - You are the #1 employee, are you keeping up?
- **Emergent Strategy**
  - How can you take advantage of new opportunities without killing your firm?
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When and How to Hire

• No simple formula to decide if and what kind of help you need
• Usually a leap of faith
• Bootstrapping
  – Too soon and you incur extra costs
  – Too late and you are swamped
• Don’t panic, process

The Disappointing Truth
My Philosophy

Automate → Hire → Contract

Do I Need Help?

- **Don’t Panic**
  - Usually start underwater
  - Talent is your firm

- **Collect data**
  - Two days to two weeks of data
  - Scope dissection

- **Task Analysis**
  - Biggest time pits first
  - Level of skill vs duration

What Help Do I Need?

- Low-Hanging Fruit
- Automation
- Specialized/Time Limited
- Bundle Remaining
Automation Options

For more, see: http://www.smallbutmightybook.com/tools

Employee or Contractor?

Personal Growth
Talent Includes You

- You are the #1 Employee
  - Typically the brand
  - Even after you grow
- Cannot rest on your laurels
  - In your specialization
  - In your business

Key Challenges

- Time
  - Seeking
  - Learning
- Perspective
  - Knowledgeable
  - Competition
- Cost
  - On a Budget
  - No Training Dept.
- Space
  - Quality
  - Any opportunities

Three Strategies

- Anytime
  - Anywhere
  - Learning
- Leveraged
  - Reading
- Your
  - Development
- Council of
  - Heroes
Anytime/Anywhere Learning

• Be specific - you only have so much time

• Choose Quality
  – Will hold you accountable to instructors or peers
  – Application opportunity

• Truly Anytime/Anywhere
  – Resist even a log-in time
  – Have all the freedom you need

• Credential
  – Get something at the end
  – Post it to LinkedIn, your bio

Examples

Leveraged Reading

• I love books, but...

• Alternative weekly approach:
  1. Audio book
  2. Long reviews/Summaries (Blinkist)
  3. Blogs
Council of Heroes

- Identify Council Members
- Determine the Duration
- Prepare for Initial Meeting
- Subsequent Meetings #2: Collaborative Sessions
- Meeting #1: Introductions

Emergent Strategy

- Reactive
- Crafting while implementing

Types of Strategy

- Deliberate Strategy
  - Snapshot of the future
  - Planned
  - Hold the course
- Emergent Strategy
  - Reactive
Opportunities & Obstacles

Pros
• Seize new opportunities
• In the Vanguard

Cons
• Tangents and cul-de-sacs
• Sapping time

Navigating with Emergent Strategy

Resources
• Chapter on Determining Staff Needs
• Process for your own Council of Heroes
• Three Coursera Courses to Take (Blog)
• Small But Mighty website
• Call!