



SENIOR MANAGEMENT

(Operational Driver)

What best describes the success of your business and the role of your management team: Is it:

- You and them?
- You versus them?
- You despite them?



A company's value is higher if there is a leadership team in place to carry on the company's vision and mission while helping the owner achieve his/her objectives.

Consider this from an outside buyer's perspective. Is the business all about the owner, or the people and processes that support the owner?

- What would happen to the business if the owner wasn't there?
 - Would things fall apart?
 - Would customers leave?
 - Would employees know what to do?
- If the owner is constantly putting out fires when there is a team that should be handling daily problems, whose fault is it that key employees can't do their jobs and make decisions; the owner for being too involved, or the employee for being ill-equipped to do this or her job?

Key management should be able to execute a plan to run the company effectively for an extended period of time if the owner was not available.

The hint here gets to the root of this Driver: Could you, the business leader, leave for an extended period of time (say go to Tahiti for a month with your toes in the sand and no phone) with the assurance that the company would still run smoothly? If there is not a strong management team in place, what happens?

GOALS:

Roles & Responsibilities: Throughout your company, there are clear and understood roles and responsibilities for senior managers that support the company's objectives.

Team Functionality: The senior management team effectively works together to deliver company goals and objectives.

Compensation: Senior management compensation is competitive and tied to individual performance against company goals and objectives.

Succession Plan: You have a personnel plan in place for each senior manager that ensures a smooth continuation of the business in case a change in senior management occurs.