

WELCOME!
**THE LIVESTREAM WILL START
IN JUST A MOMENT**

**How to Build Next-Level Leaders
Who Will Scale Your Organization For You**
Architecting Scale with Predictable Success

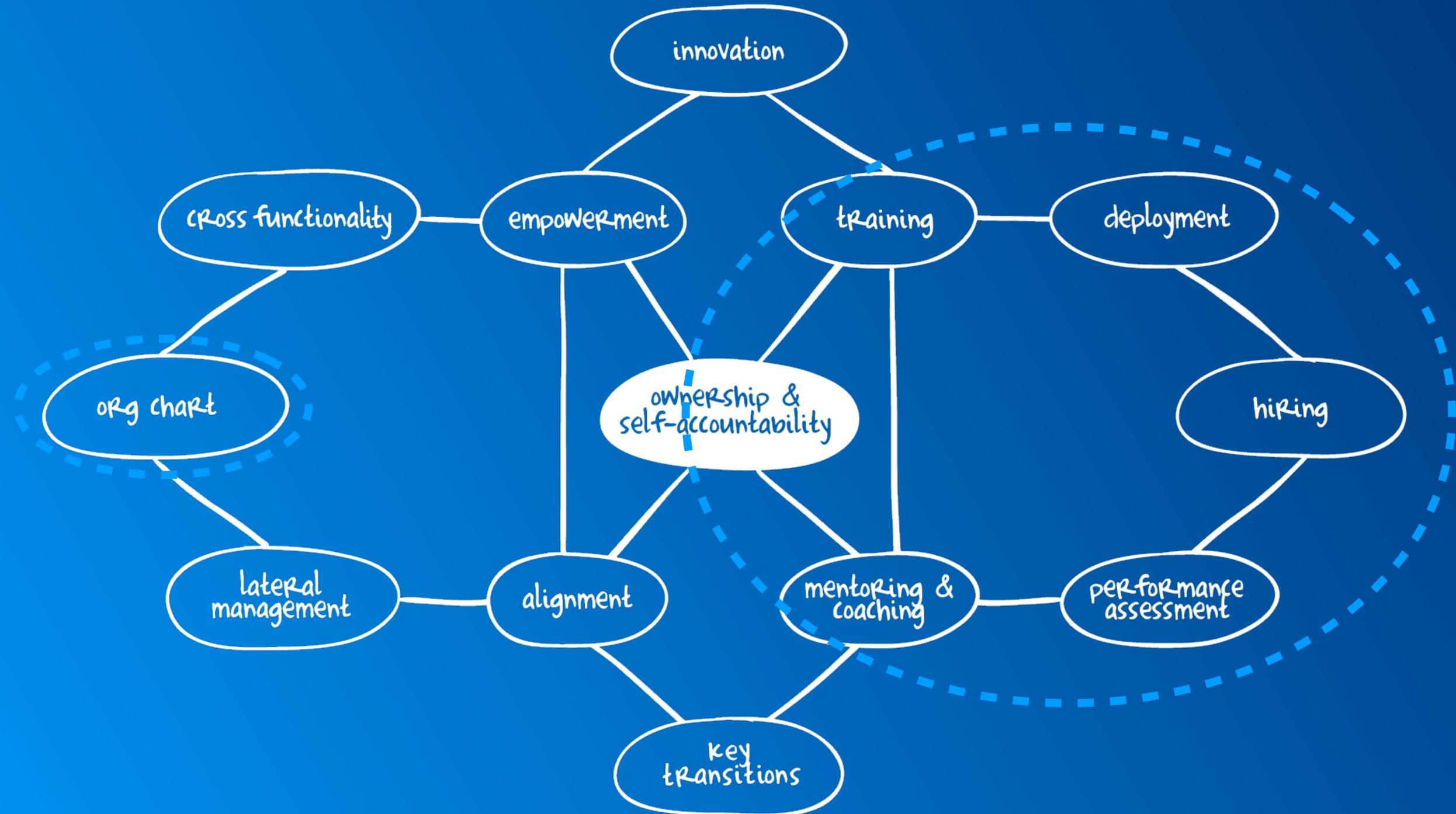


HOW TO BUILD NEXT-LEVEL LEADERS WHO WILL SCALE YOUR ORGANIZATION FOR YOU

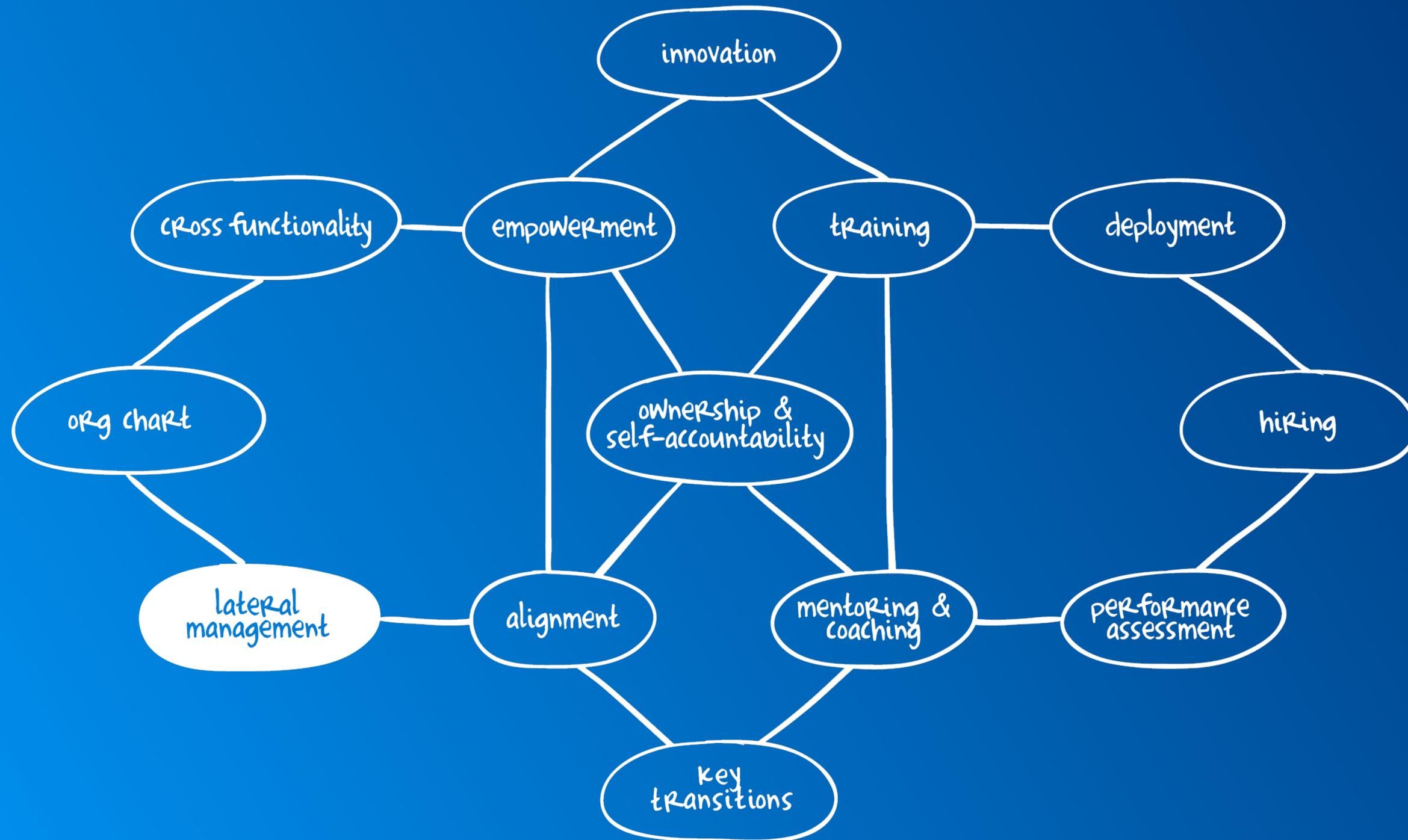
Architecting Scale with Predictable Success



THE PREDICTABLE SUCCESS SCALABILITY MATRIX



THE PREDICTABLE SUCCESS SCALABILITY MATRIX



TODAY'S AGENDA

PART 1

Understand the special role of the Lateral Management as the essential first step to scale any organization

PART 2

The 5 Key Factors of you need to Manage Laterally and scale up like never before

PART 3

Identify the practical next steps for you to immediately implement what you have learned



COMMENTS & QUESTIONS

Use the Q&A box for any
comments / observations



SCOTT RITZHEIMER

FOUNDER AND CEO SCALE ARCHITECTS



Scott has helped start nearly 20,000 new businesses and nonprofits and, with his business partner, started and led their multimillion-dollar business through an exceptional and extended growth phase (over ten years of double-digit growth) all before he turned 35.

He founded Scale Architects to help businesses across the country identify the right growth strategies and find the right guides to get them on the fast-track to Predictable Success and stay there as long as possible.



LES MCKEOWN

FOUNDER AND CEO PREDICTABLE SUCCESS



Les McKeown is the President and CEO of Predictable Success, a leading advisor on leadership and organizational development. He has started over 40 companies in his own right, and was the founding partner of an incubation consulting company that advised on the creation and growth of hundreds more organisations worldwide.

Les advises CEOs and senior leaders of organisations on how to achieve scalable, sustainable growth. His clients range from large family-owned businesses to Fortune 100 companies, and include Harvard University, American Express, T-Mobile (now EE in the UK and Europe), United Technologies, the Pella Corporation and Chevron.

Based in Washington, DC, Les now spends his time consulting, writing, teaching and speaking. Les has appeared on CNN, ABC, the BBC and in Entrepreneur magazine, USA Today and the New York Times. Les is the author of the WSJ and USA Today bestseller, 'Predictable Success', 'The Synergist', 'Do Lead' and 'Do Scale'.

Les can be contacted at: lesm@predictablesuccess.com
or via his website: PredictableSuccess.com

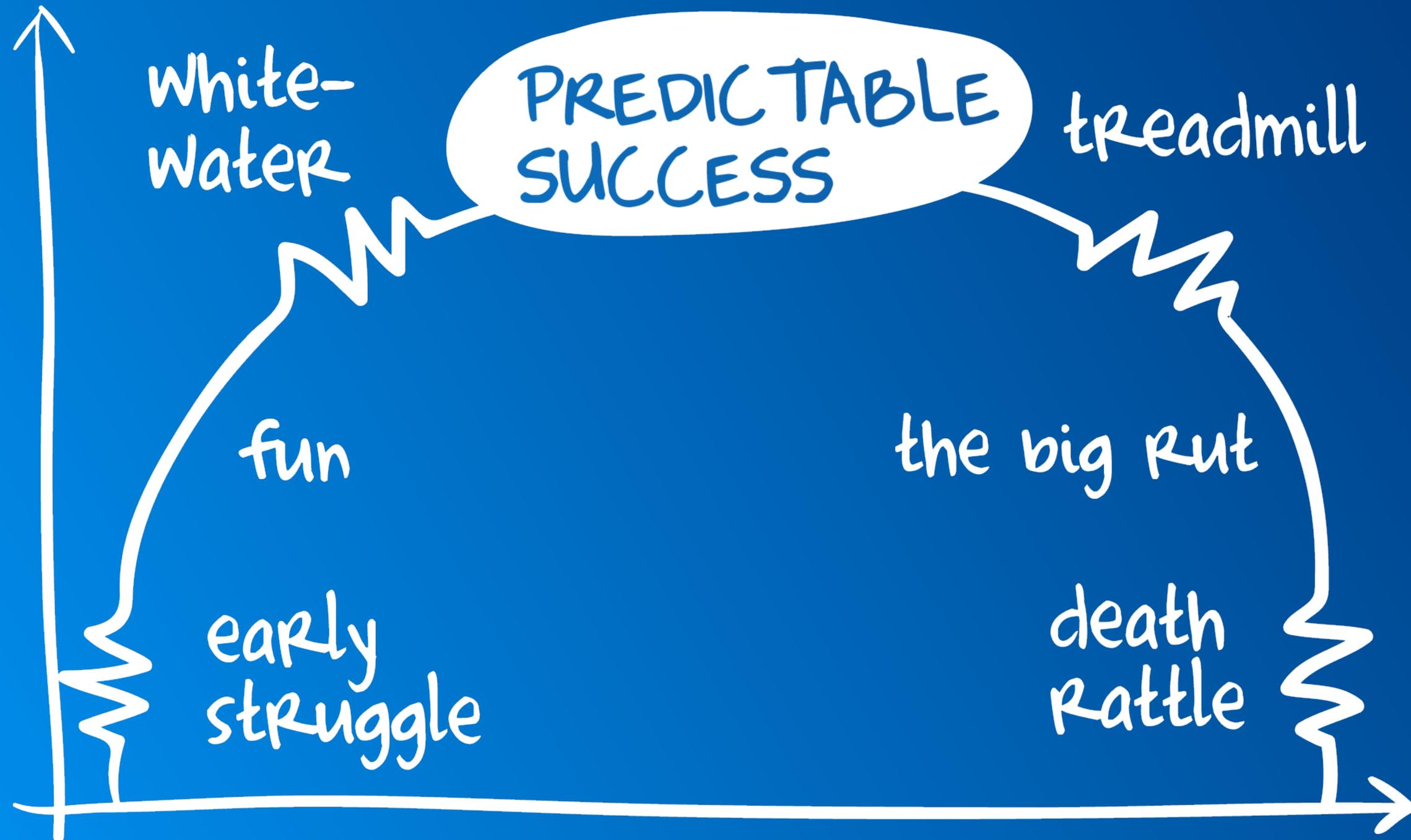


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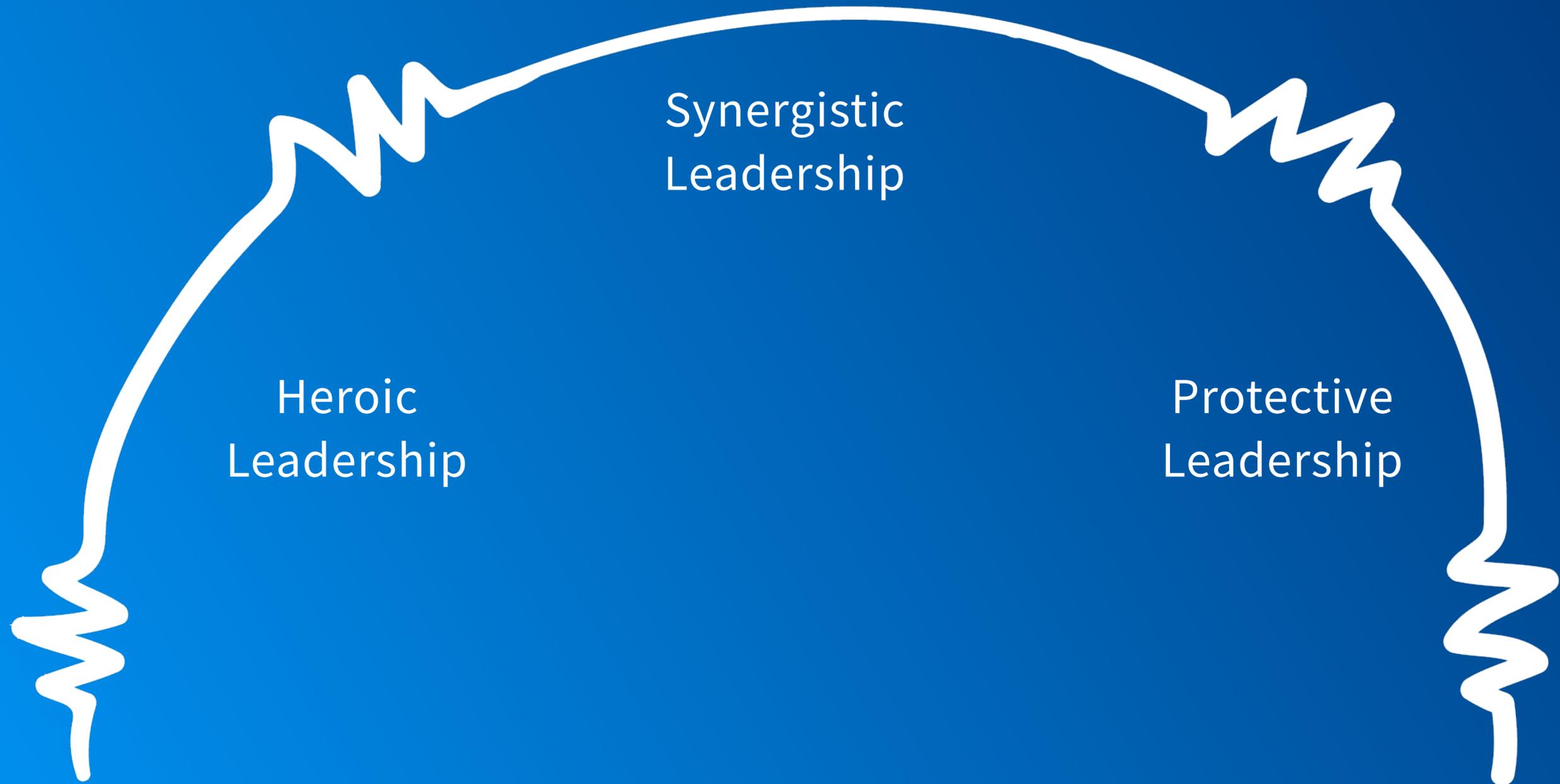
Architecting Scale with Predictable Success



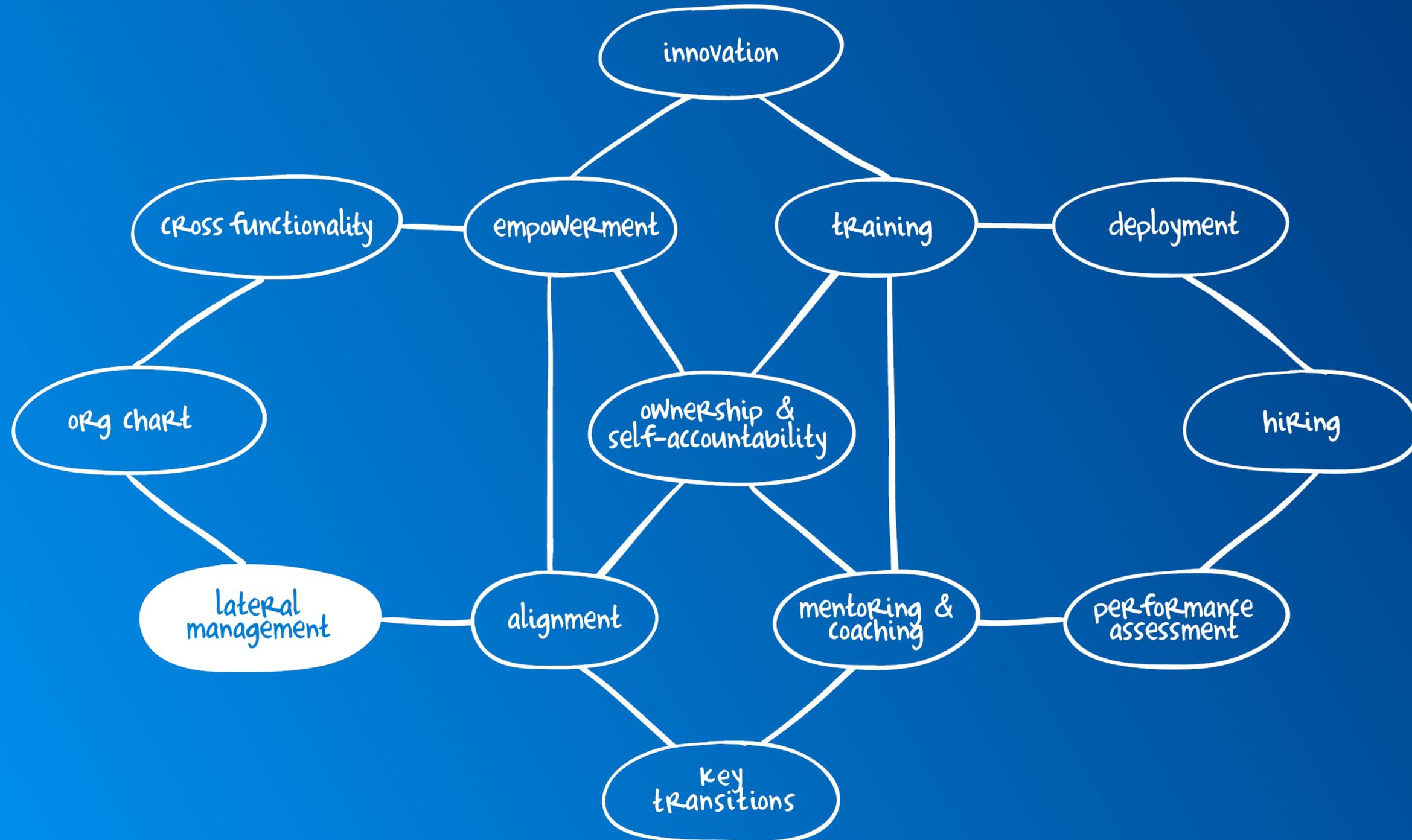
THE PREDICTABLE SUCCESS MODEL



HIGH-QUALITY TEAM-BASED DECISION MAKING



THE PREDICTABLE SUCCESS SCALABILITY MATRIX



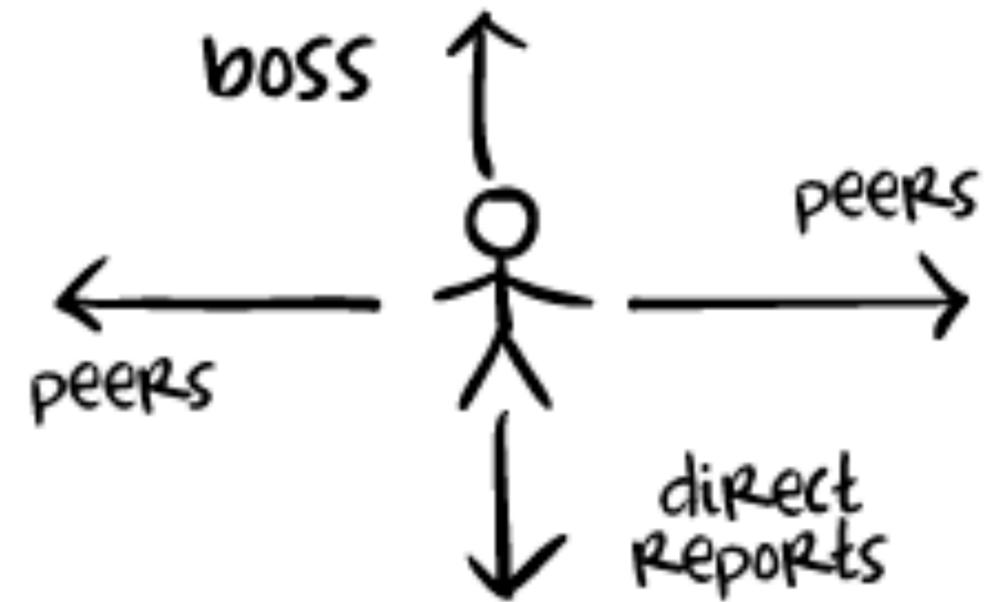
LATERAL MANAGEMENT



From:



To:



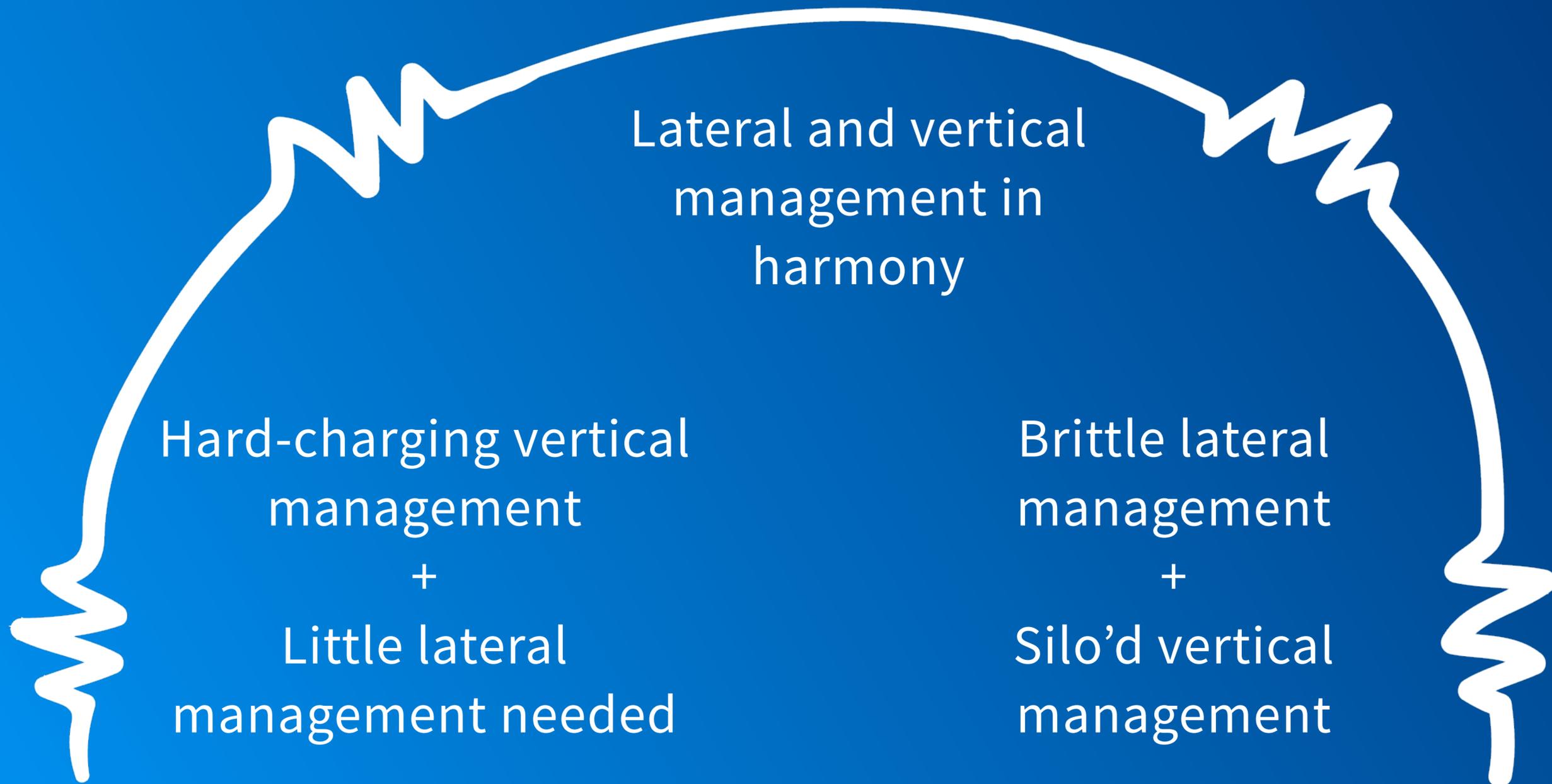
LATERAL MANAGEMENT: DEFINED

“

The ability of the senior leadership team to consistently make and implement high-quality team-based decisions for the good of the enterprise and not favoring any one function or any one style



LATERAL MANAGEMENT IN PREDICTABLE SUCCESS



THE FIVE KEY FACTORS

THE ESSENTIAL STARTING POINT TO SCALE ANY ORGANIZATION



KEY FACTOR #1

THE ENTERPRISE COMMITMENT



“

“When working in a team or group environment, I will place the interests of the enterprise ahead of my own.”

The Enterprise Commitment



THE ENTERPRISE COMMITMENT

FOUR MAIN ELEMENTS:

1. *'Team or group environment...'*
2. *'...interests of the enterprise'*
3. *'...ahead of my own.'*
4. Know the **V / O / P / S** defaults.

“When working in a team or group environment, I will place the interests of the enterprise ahead of my own.”



KEY FACTOR #2

HEADS TO HATS



“

To move from personified role descriptions to those required by and for the organization.

Key Principle: Move from 'Heads to Hats'



HEADS TO HATS

FOUR MAIN ELEMENTS:

1. De-personify key job descriptions / specifications and associated KPI's.
2. Make a judgment-free assessment of the incumbent's *'fit to role'*.
3. Build a development plan and / or a transition plan to ensure the *'head'* fits the *'hat'*.
4. Be sensitive to 'Big Dog Intransigence'



KEY FACTOR #3

RUTHLESSLY
CONSTRUCTIVE



“

The ability to consistently conduct rich discussions at leadership level that address all issues, however contentious, in appropriate detail and without rancor or personal hurt.

Key Principle: Being ‘Ruthlessly Constructive’



RUTHLESSLY CONSTRUCTIVE

FOUR MAIN ELEMENTS:

1. Both words have equal weight.
2. Assumes relevance (i.e. musn't be gratuitous).
3. Visionaries and Operators need practice...
4. MSE ('Most Senior Executive') must be equally committed to the process.



5 ACCELERATORS

**BE RUTHLESSLY
CONSTRUCTIVE.**

**MAKING THE MOST
OF THE
ENTERPRISE
COMMITMENT**

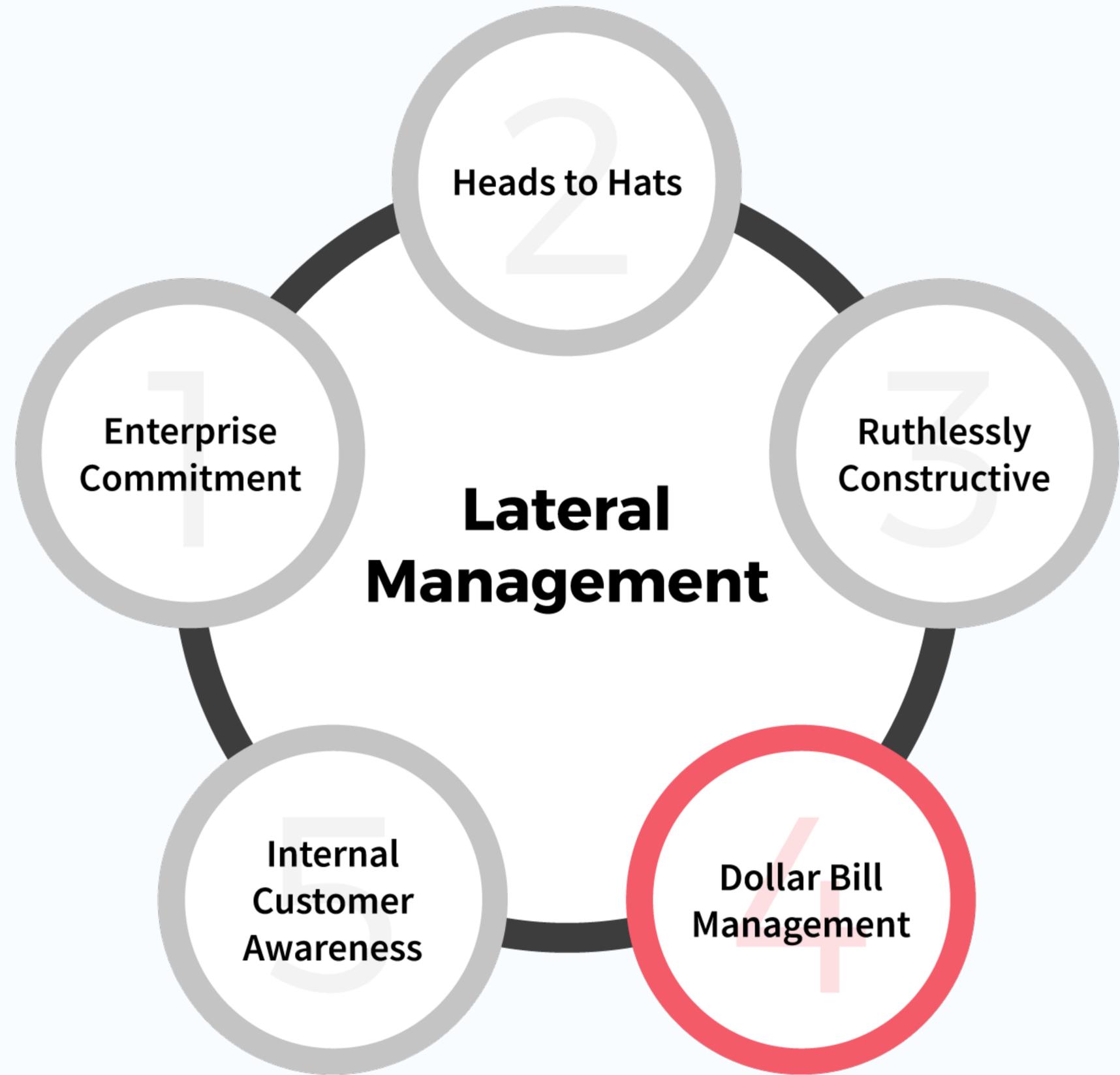
1. Start with the **Enterprise Commitment**.
2. Depersonalize criticism.
3. Personalize praise.
4. Call out passive-aggressive behavior.
5. Be firm in your area of expertise. Be flexible elsewhere.

“When working in a team or group environment, I will place the interests of the enterprise ahead of my own.”



KEY FACTOR #4

DOLLAR BILL MANAGEMENT



DOLLAR-BILL MANAGEMENT



DOLLAR BILL MANAGEMENT

FOUR MAIN ELEMENTS:

1. Use being 'Ruthlessly Constructive' to reverse the usual sequence of emotive commitment. (Instead of '*Decision* → *Discontent*', move to '*Discontent* → *Decision*').
2. Understand the concept of Cabinet Responsibility.
3. Drive out triangulation.
4. Close the '*feedback window*' after a decision has been made.



Goals



KEY FACTOR #5

INTERNAL CUSTOMER AWARENESS

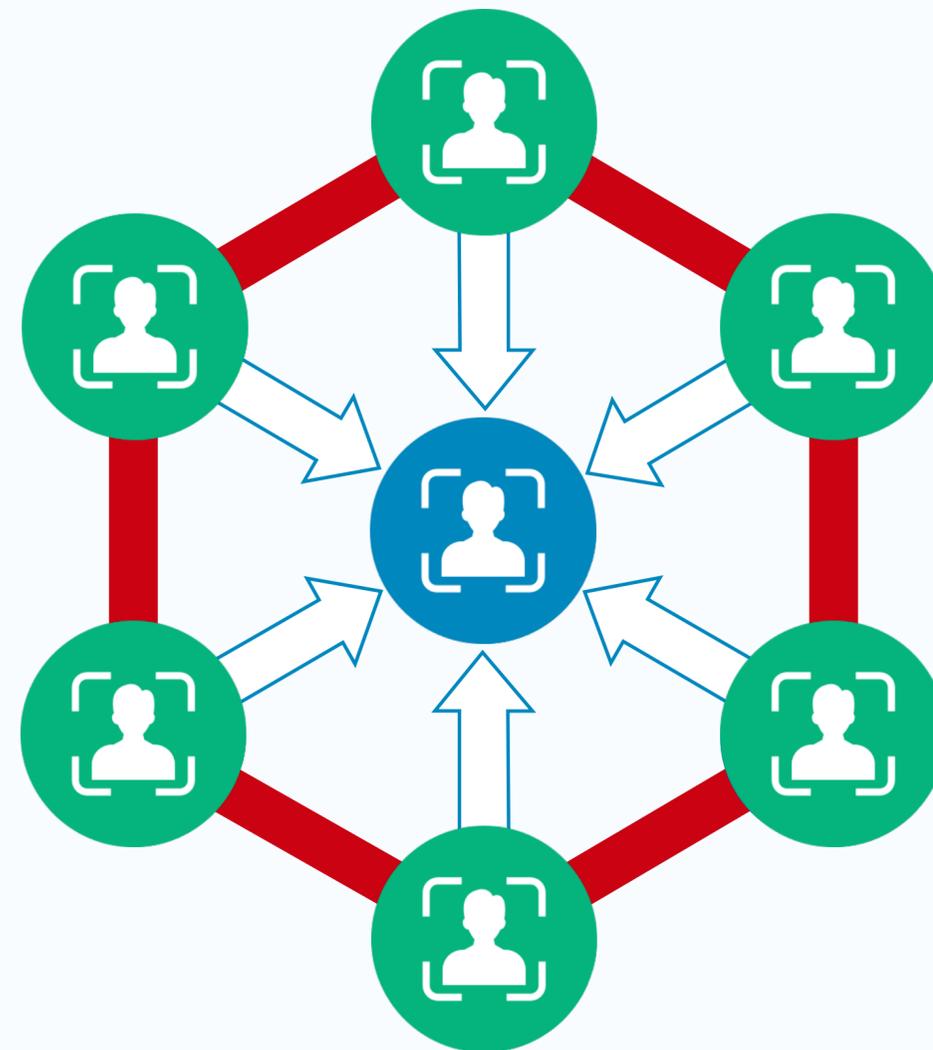


INTERNAL CUSTOMER AWARENESS

From:



To:



INTERNAL CUSTOMER AWARENESS

FOUR MAIN ELEMENTS:

1. Identify and agree on key Internal Customer pairs.
2. Agree '*Service Level Commitments*' between each pair.
3. Meet proactively more than reactively.
4. Internally match team members for problem solving.

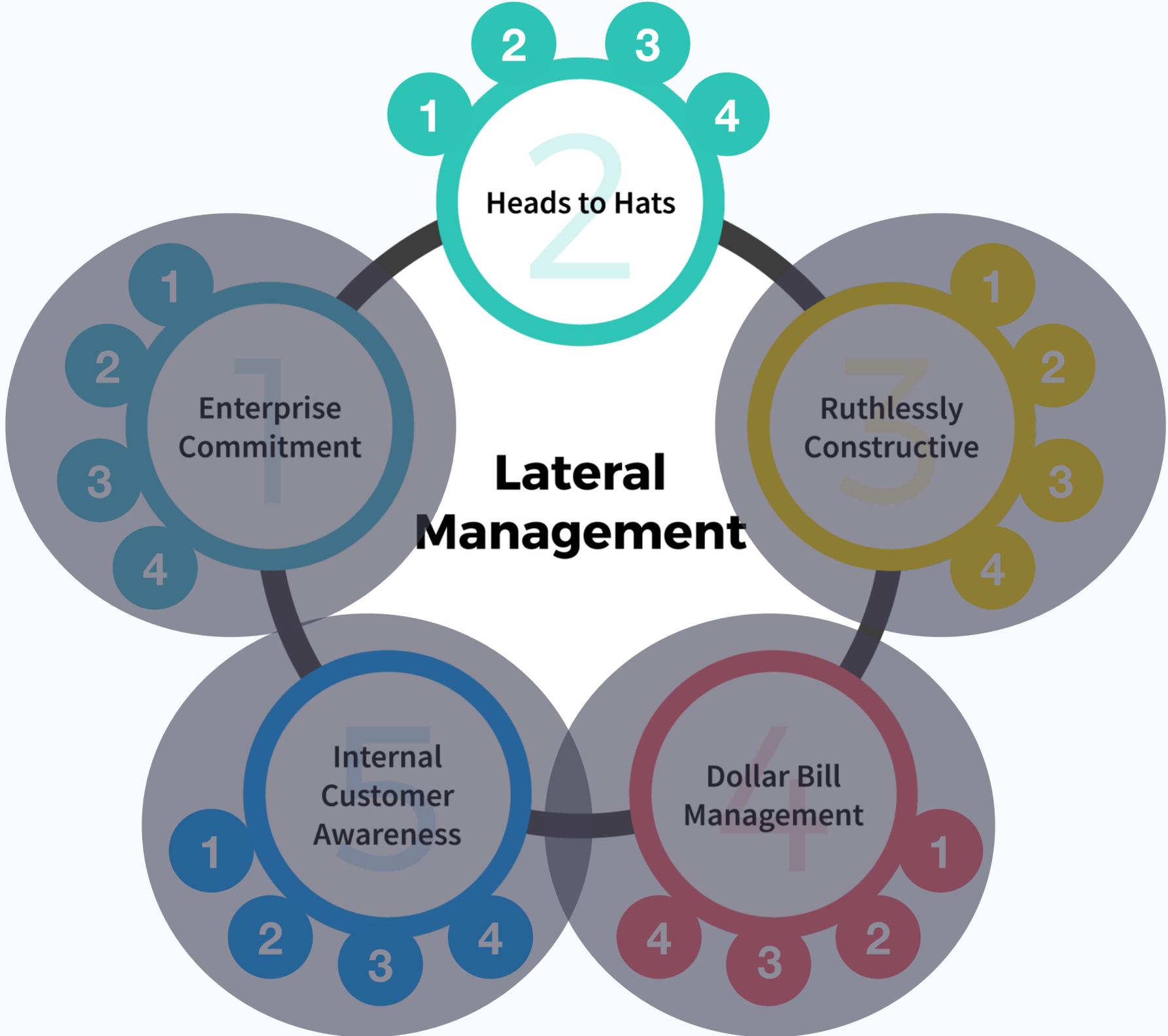


IMPLEMENTATION QUICK-START

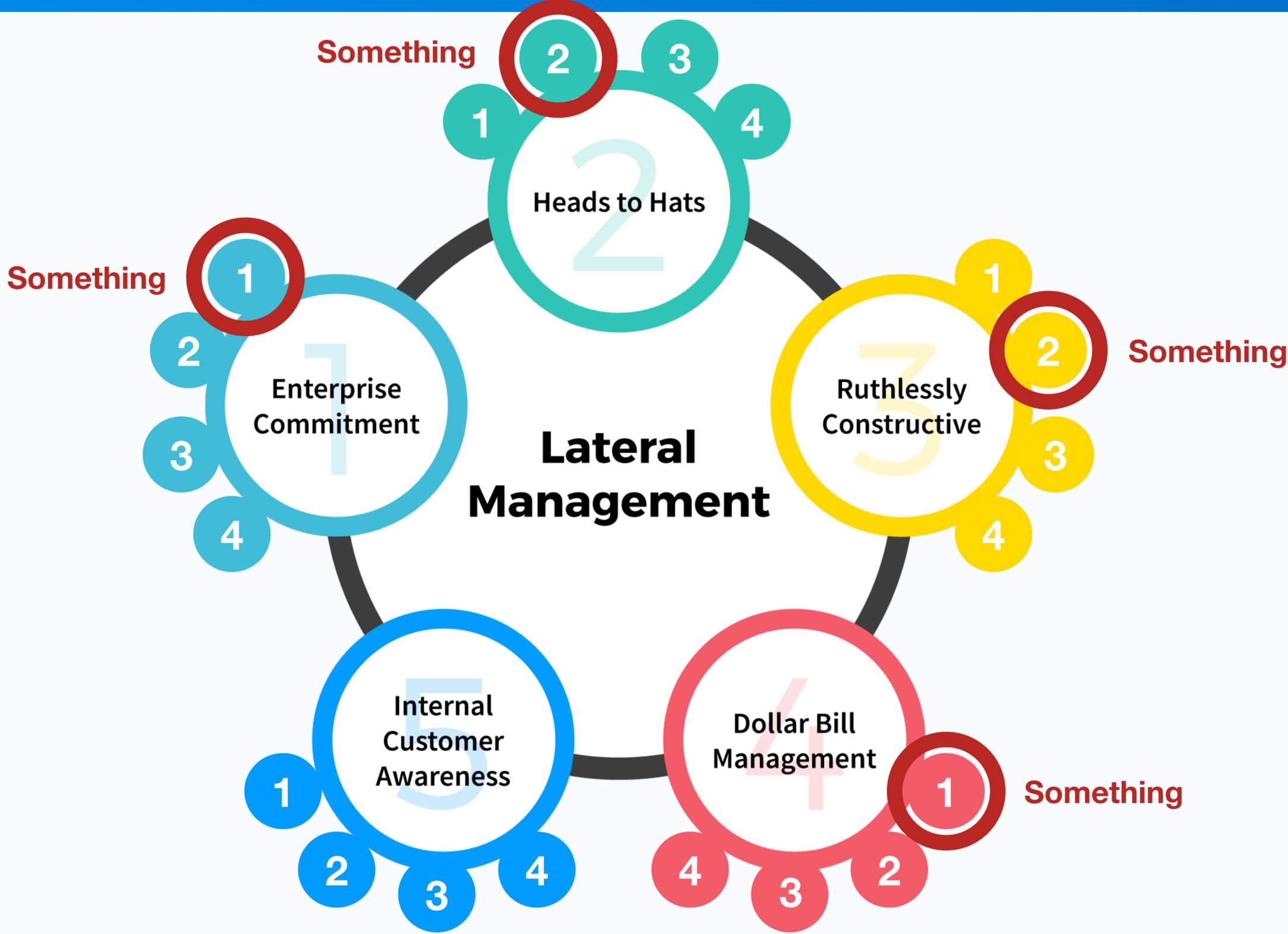
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NO / LITTLE EXISTING PROCESS



NO / LITTLE EXISTING PROCESS



ESTABLISHED EXISTING PROCESS

GROUP EXERCISE

QUESTIONS FOR YOU AND YOUR TEAM

- Why / when does your Lateral Management work well?
- Why / when does your Lateral Management not work well?
- What 3 things could you start doing, that would make your Lateral Management better?
- What 3 things should you stop doing, that would make your Lateral Management better?
- What's the major barrier / constraint on consistently and effectively Managing Laterally?



NEXT STEPS?

How to Build Next-Level Leaders
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HOW WE CAN HELP

You can architect scale yourself using our expansive suite of **training courses and live events** that are designed to help you reach Predictable Success!

Do-It-Yourself

You can bring in a knowledgeable Scale Architect we've personally trained to **help coach you and your team** into Predictable Success!

Coaching & Consulting

We can personally **train and certify one of your team members** as an expert in the Predictable Success methodology!

Certification



LET US HELP YOU

**FAST TRACK YOUR PROGRESS
TOWARD PREDICTABLE SUCCESS
WITH SCALE ARCHITECTS**

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SCAN ME



OUR NEXT EVENT

HOW TO DESTROY SILOS AND
BUILD ENTERPRISE-WIDE CROSS-
FUNCTIONALITY

MARCH 8 @ 2:00 PM EST

[predictablesuccess.com/2021-
livestream-series](https://predictablesuccess.com/2021-livestream-series)

SCAN ME



A SMALL TOKEN OF OUR APPRECIATION

**3 FREE OFFERS
FROM US TO YOU!**

LATERAL MANAGEMENT FLASHCARDS

Remind your team to keep the Enterprise Commitment and VOPS Leadership Styles front and center!

INTERNAL CUSTOMER PAIR WORKSHEET

Use this template to outline expectations and requirements for each internal customer pairing

FREE CONSULTATION

We'd love to help you identify the next steps for your journey into leading in Predictable Success



Q & A

We're here to answer any questions you may have!



LET US HELP YOU

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SCAN ME

