



5 ESSENTIAL TOOLS FOR TURNING PURPOSE INTO PERFORMANCE

**Focus Your Organization, Foster High-Performance Teams,
and Create Leaders Worth Following**



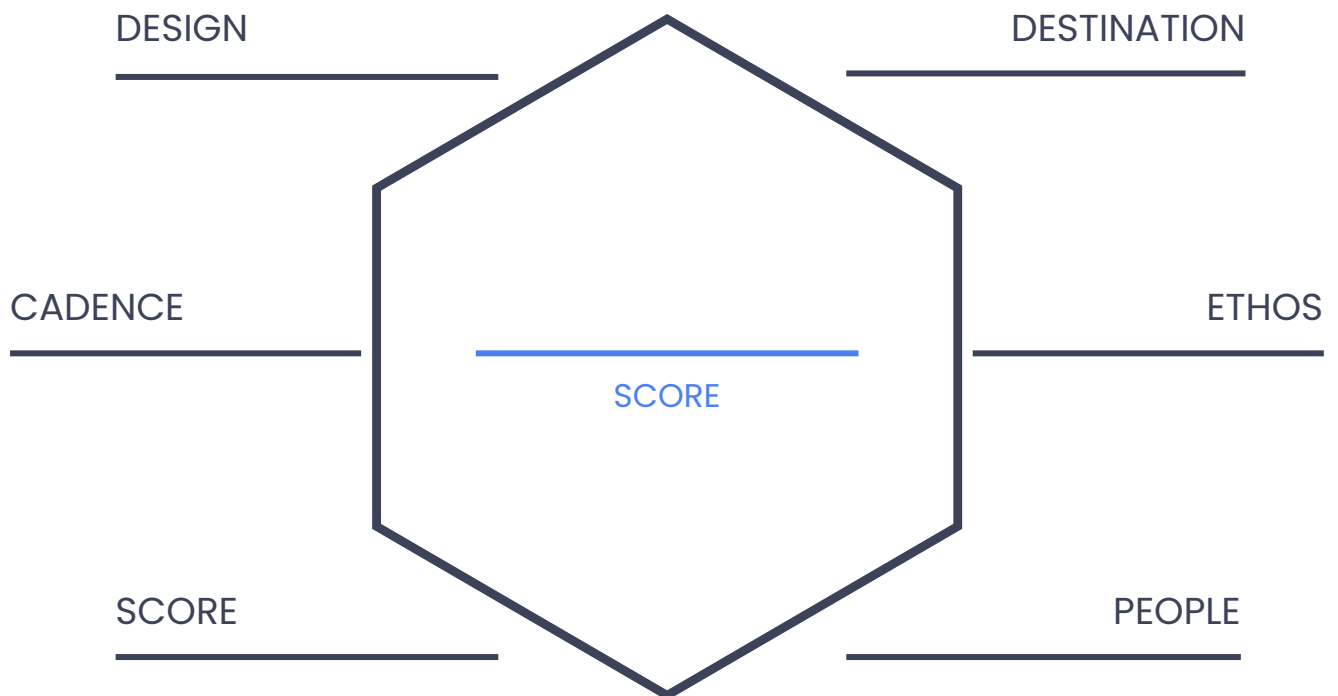
BEFORE WE START, WE NEED TO ASK... HOW HEALTHY IS YOUR BUSINESS?

Use this free diagnostic to help you determine how healthy your organization is. It can be taken by individual team members or you can collect feedback from the team as a whole.

Email me at kenny@kennylange.com for your member's aggregate organization report.



KENNYLANGE.COM/HEALTHSCORE



QUICK OVERVIEW OF THE SIX ELEMENTS

- DESIGN: Getting clear on how you move. (SYSTEM)
- CADENCE: Moving at the same pace. (SYSTEM)
- SCORE: Measuring your progress. (SYSTEM)
- DESTINATION: Going the same direction. (SOUL)
- ETHOS: Knowing who you are. (SOUL)
- PEOPLE: Right humans, growing and healthy. (SOUL)

[1] DESIGN YOUR ROAD MAP

KNOW WHO YOU ARE AND WHERE YOU'RE GOING



KENNYLANGE.COM/ROADMAP

This first Essential Tool is maybe the most unique and valuable. It's your "Northstar" for building an organization rooted in proven systems and working with a healthy soul.

A Road Map is a one-page plan that captures:

- Where you're going as an organization
- When you plan to arrive
- Why you're driven to get there
- Who you're serving
- What you need to do to make it happen

The goal of designing a Road Map is to establish a source of truth for every person in your organization. It should help the team stay aligned to the culture, brand, ethos, goals, objectives, and scoreboard.

Check out the Road Map template at kennylange.com/roadmap and start thinking about how you might design yours.





[2] BUILD YOUR ORG CHART

GET THE RIGHT PEOPLE IN THE RIGHT SEATS

Organizational charts are often the most underutilized resource a leader has in their tool kit. We start here because an organization's design, or structure, is key to everything else build on top of it. It's more than putting titles and names in seats. It's about creating clarity for what functions are most important in the organization then giving clarity to each individual team member on how they contribute to the organization as a whole.

Starting here allows you to:

- Get proactive and strategic with the overall design of the organization.
- Identify essential functions.
- Clarify the outcomes of each function.
- Place the right people in the right seats.

QUICK START STEPS TO BUILD YOUR ORG CHART

1. Core Functions "Right Seats"

Determine the core functions necessary to the organization. Your goal is to get really clear on what's essential. Think one year from now. In 12 months, what will be essential to the organization that we want to build?

2. Name Mission, Role, and KPIs

Before you assign people to functions in the organization, outline these elements for each function:

- Mission (central purpose)
- Responsibilities (key activities)
- KPIs (key performance indicators)

3. Healthy FIT "Right People"

The final step is placing the right people in the right functions. The question you should be asking before you assign them is: Are they a F.I.T?

- Does this role **fuel** their unique ability?
- Can they make significant, positive **impact**?
- Is it **timely** for their EQ, skills, maturity, and the stage of organization we are in?

[3] SET THE SCORE

MEASURE YOUR PROGRESS

Peter Drucker said, "What gets measured, gets managed." We believe that's true, but the challenge most leaders face is knowing what's important to measure, measuring it consistently, and ensuring that it's aligned to the overall vision and goals of the organization.

<input type="checkbox"/>	OWNER	TITLE	GOAL	TREND	JUL 10-16	JUL 3-9	JUN 26-2
<input type="checkbox"/>		Assembled buses passing QA	>= 25	41.33	42	21	28
<input type="checkbox"/>		New Buses Sold	>= 5	22.67	25	15	10
<input type="checkbox"/>		School board meetings attended	>= 3	31	6	32	12
<input type="checkbox"/>		Average bus safety rating	>= 98%	84%	91	93	83
<input type="checkbox"/>		Downloads of bus safety whitepaper	>= 2,475	2,275.2	2,435	2,341	2,500
<input type="checkbox"/>		New buses in service	>= 475	614.4	576	532	604
<input type="checkbox"/>		R&D innovation sprints complete	>= 3	3	3	4	2
<input type="checkbox"/>		Bus contracts signed	>= 10	9.4	12	10	8
<input type="checkbox"/>		New bus sales	>= \$116,000	\$109,700	114,000	120,000	100,500
<input type="checkbox"/>		Bus sections assembled	>= 275	225	320	265	245
<input type="checkbox"/>		Days since last safety incident	>= 60	66.2	74	67	60
<input type="checkbox"/>		Kids with free lollipops	>= 5,000	5,978.8	5,654	6,003	6,540

QUICK START TIPS FOR BUILDING A SCOREBOARD

- Set a cadence for reviewing as a team on a weekly, monthly, or quarterly basis.
- Set realistic goals, not aspirational ones.
- Make direct connections between the company and individual KPIs.
- Aim for measurables that indicate what's happening—or even better—what WILL happen.
- Assign clear ownership for the measurables (own the outcomes and report to the team).
- Less is more. Keep your scoreboard simple and focused.



[4] CHOOSE QUARTERLY OBJECTIVES

CREATE FOCUS AND PRODUCTIVITY AND BUILD MOMENTUM

So often teams get so bogged down in getting everything done that they don't free themselves up to work on the *right things*.

Instead of making massive progress toward a key goal they make incremental progress with a bunch of smaller initiatives, or worse, end up totally overwhelmed and unproductive.

Quarterly Objectives help teams avoid this negative cycle. Objectives are 90-day priorities that give full attention and resources to getting a handful of key projects done.

Here's a glimpse at the six simple steps you can take to begin creating Quarterly Objectives.

QUICK START GUIDE TO SETTING QUARTERLY OBJECTIVES

1. **Name the Objective:** What do we want to accomplish in the next 90 days to help us reach our long-term goals?
2. **Outline Key Results:** How will we get there? Create a short project plan outline.
3. **Set a 30-Day Milestone:** What will we be able to show and tell 30 days from now?
4. **Set a 60-Day Milestone:** What will we be able to show and tell 60 days from now?
5. **Make decisions:** Is there anything we can decide right now that would accelerate this Objective?
6. **Assign an owner:** Who will carry this over the finish line?



[5] SCHEDULE A WEEKLY SYNC

MOVE AT THE SAME PACE

As a leader your job—simply put—is to make sure the right things get done. If you're a good leader, you're tuned into the team and removing obstacles along the way. If you're a great leader you're creating space for autonomy so the team can rise up and solve problems together. Setting a weekly meeting with your team will give you a foundation to both lead your people, manage progress on tasks, and invite them to help solve challenges in one, focused meeting. We call it a Weekly Sync.

A Weekly Sync Meeting has three functions:

1. Stay on track with Quarterly Objectives
2. Stay connected as humans
3. Address key opportunities and obstacles

QUICK START WEEKLY SYNC AGENDA:

Connect (10 mins)

- Share one word to describe how you're feeling
- Biggest win from last week
- Core Values shout-out to a teammate

Cadence (5-10 mins)

- Review Scoreboard
- Review Quarterly Objectives
- Review last week's actions (to-do's)

Opportunities (45-60 mins)

- Make a list together
- Prioritize top opportunities to discuss
- Work them one by one

Commit & Conclude (10 mins)

- Review new actions assigned to individuals
- Rate the meeting 1-4 (How did we do? Did we accomplish what we came to accomplish?)



BEST PRACTICES:

- Same time every week
- Start on time, end on time
- Mandatory for all
- Communicate with radical candor (caring and challenging)

BRING SYSTEM & SOUL TO YOUR ORGANIZATION

COACHING WITH SYSTEM & SOUL

As a System & Soul Certified Coach,

I provide an outside perspective so many leaders wish they had in their growth journeys.

I help leadership teams ensure that they find common ground around their biggest obstacles and are held accountable in carrying out a plan.

As a coach, I am trained and gifted, serving as a helpful guide and facilitator.

I have expertise in helping you:

- Get to the root of common problems
- Create accountability and consistency
- Address people-issues
- Bring relevant experience and tools to help accelerate your growth.

Working with a Coach looks like...

- Having a dedicated guide through the common challenges founders, owners, and leaders face as they scale.
- Being guided by a facilitator during strategic planning meetings to get the right things done
- Ongoing private advisory from a trusted, experienced leader

Kenny Lange and System & Soul have been a godsend for us at Unlimited Tech Solutions. We were feeling the strain and pressure caused by rapid growth, and in our first month with Kenny and S2 our entire leadership team feels like we are finally standing on solid ground ready to solve the wonderful obstacles we face.

**Tom Richard, Founder/CEO
Unlimited Tech Solutions**

The board LOVED the Scoreboard and Roadmap. Trust in leadership went way up from that meeting. Thank you for all your support.

**Evita Morin, CEO
Rise Recovery**



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