

SCALING UP EXCELLENCE

Getting to More Without Settling For Less

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MAIN IDEA

One of the great challenges facing leaders is how you can take something which is working well in one part of your organization and get everyone else doing the same thing. This should be easy but in practice, it's harder to scale up and spread excellence that you might logically expect.



You always have to approach scaling as a marathon rather than a sprint. There are seven mantras which you should use when scaling:

- 1 Spread a mindset, not just a footprint
- 2 When scaling, engage all the senses
- 3 Link short-term realities to long-term dreams
- 4 Enhance personal accountability
- 5 Fear (and avoid) the clusterfug
- 6 Use both addition and subtraction
- 7 Slow down to scale faster in the future

Pure and simple, scaling requires grit. You just have to keep going, even when you face daunting and prolonged challenges. Without grit, you cannot and will not succeed in scaling up.

There are no easy paths to spreading excellence from the few to the many. It's definitely a vexing challenge, but get it right and you can unleash enormous levels of contagious pride within the organization. The potential fruits of success which come about when scaling succeeds make it all worthwhile.



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Mantra #1 – Spread a mindset, not just a footprint Page 2

Scaling isn't just a matter of putting your logo on as many people and in as many places as possible and thinking the job is done. To scale, you've got to change how people think, feel and act. You've got to spread the right mindset first and foremost.

Mantra #2 – When scaling, engage all the senses Page 3

When scaling, bolster the right mindset by adding sights, sounds, smells and cues which activate the senses. Make it feasible for people to live, breathe and experience for themselves what results when they act the right way.

Mantra #3 – Link short-term realities to long-term dreams Page 4

Very few managers are able to make sure short-term stuff gets done well while at the same time keeping the big picture perspective in mind. To scale excellence, you have to find ways to link the realities of now with the sweet dreams you hope to realize later on.

Mantra #4 – Accelerate and enhance personal accountability Page 5

Scaling only works when you manage to build in the feeling "I own this place and this place owns me." The more people who feel responsibility and accountability, the faster your scaling initiatives will move forward.

Mantra #5 – Fear (and avoid) the "clusterfug" Page 6

A "clusterfug" is when a leader or decision makers makes bad decisions because of impatience, incompetence or illusions of grandeur on their part. To let scaling happen, you've got to replace instructions from headquarters with front-line know-how.

Mantra #6 – Realize scaling requires both addition and subtraction Page 7

Successful scaling not only requires that you start doing better things but also that you stop doing what is not helpful. You've got to keep reminding yourself that "what got us here may not necessarily get us to where we want to be in the future."

Mantra #7 – Slow down to scale faster Page 8

At some stage, you've got to change from automatically doing the old things to consciously doing something different and better. From time to time, you've got to remind people to stop relying on their instincts and start acting differently.

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