

Hockey Stick Growth

My company's growth in many ways was directly related to my personal development. The sooner I invested in myself the faster we grew and blew past the proverbial "valley of death" that most companies face.

My 5 tips for becoming a more effective CEO:

1. Develop a strategy - be stubborn about keeping everyone rowing in the same direction to hit your target; organizational whiplash leads to burnout and turnover.
2. Recruit, grow and reward your top talent - recruit the best (hire on personality and develop them (knowing full well that good people will always be in demand, so give them a reason to stay) and reward them (pay what it takes to get the best people and continue incentivizing them with mutual goals).
3. Sail to your destination - your #1 goal is to commandeer the ship (set your strategy and manage the crew) towards the intended landmark (target). In other words, be stubborn about hitting your numbers and study why you did or didn't to course correct.
4. Be courageous - it takes grit to make the tough decisions, be bold during tough times and be humble enough to admit when you are wrong.
5. Be firm but kind - people never forget tough conversations, but they will always remember how you approached them with rational kindness.

My 4 strategies for growing your company:

1. Implement an objective tool to understand and manage your people: Predictive Index, Culture Index are a few examples
2. Build a solid financial model that is simple to understand — and you can project this out
3. Implement a business operating system: Scaling Up or EOS are few examples.
4. Be a voracious learner - subject matter experts exist for almost every aspect of your business; hire them as soon as you can or study their work (delaying your self improvement inevitably costs you money).

I love working with Entrepreneurs and Doctors to implement these systems. Email me at tony@rorhro.com if you'd like to delve into these topics!

Best,
Dr. Tony Jacob