

**MCAA 25**



# Talent-Driven Growth: How to Configure Your People to Ignite Scalable Growth

## Chip Valutis

Monday, March 3<sup>rd</sup>  
10:30 a.m. – 12:00 p.m.

Please let us know what you thought of this session



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**MCAA<sup>25</sup>**

**“Talent-Driven Growth”**

**Charting a Course from Random Results to  
Predictable Profits**



Dr. Chip Valutis

*“When you stop growing, you start dying.”*

William S. Burroughs



# Quick Poll: “*Who’s in the Room?*”

**Raise your hand if you are:**

An ‘owner’ of your business...

A CEO or President of a business...

In the C-Suite of a business (CFO, COO, CAO, CIO, etc.)

A Vice President in a business...



For all who raised your hand,  
regardless of industry, market, size,  
or history, I advocate you have the  
same job...

# YOUR JOB IS GROWTH!

That's it...





# The Realities of Growth

1. Employees rarely fly higher, faster, or farther than their boss.
2. Bosses rarely gain altitude, increase velocity, or scale the business without direct reports who can lift, handle more, and help run the trains.

# Critical Questions:

- Can/will the Boss rise above the noise? Can his/her job be growth?
  - Can/will Sr. Leaders let go their need to do, and lead from higher altitude?
- 
- ☐ If “yes” - you elevate (in mindset and behaviors) and the sky’s the limit.
  - ☐ If “no” - you eventually plateau at a size where you can run the trains, but without notable growth.



# The Test for Preparedness...

It sounds good, but without these three attributes, you won't get far:

- **Humility** – to accept you don't have it all figured out.
- **Curiosity** – to explore, learn, consider.
- **Courage** – to change or try something new.

*Successful track records make these even harder.*



# Transition

I ask for the next 90 minutes, you accept my premise that your job is growth – at 80% - and listen, learn, and consider what your world would look like if you could focus your job on growth.

If interested, this session helps you get there.



# During this Session....

**...you learn how to navigate three separate (but connected) transformations. These are required to achieve salable growth and predictable profits:**

1. From Muscling Results to Facilitating Movement
2. From Opportunity-Driven Growth Model to a Scalable Growth Model
3. From a People-Focus to a Talent-Focus



# 1<sup>st</sup> Transformation: From Muscling Results to Facilitating Movement

1. Learn to Lead above the Noise
2. Stop Gap-Filling
3. Switch from Directing Contributors to Leading Leaders
4. Break the Muscle-Mindset

# 1. Lead above the Noise

# Noise is ‘gravity’; it holds you down.

If your job is growth – distractions from that are noise.

“Noise” doesn’t imply the “distractions” aren’t important or in need of addressing – that’s the complicating factor here!

# What's it take to run your business?

Conduct postmortems on projects

Fix shit

Community involvement

Develop strategy

People Issues

Organizational structure

Build/manage brand

Handle employee disputes.

Talent Management

Financial analysis

Approve

Monitor ongoing projects

Build or upgrade process, systems, procedure or infrastructure.

Key Account Management

Mentor staff

Learn from your past

Coach staff

Handle supplier or vendor disputes

Build KSAs

Drive Growth

Sell

Manage your reputation

Problem and data analysis

Triage late or past-due deliverables

Community Relations

Develop new market entry strategies

Fight Fires

Damage control

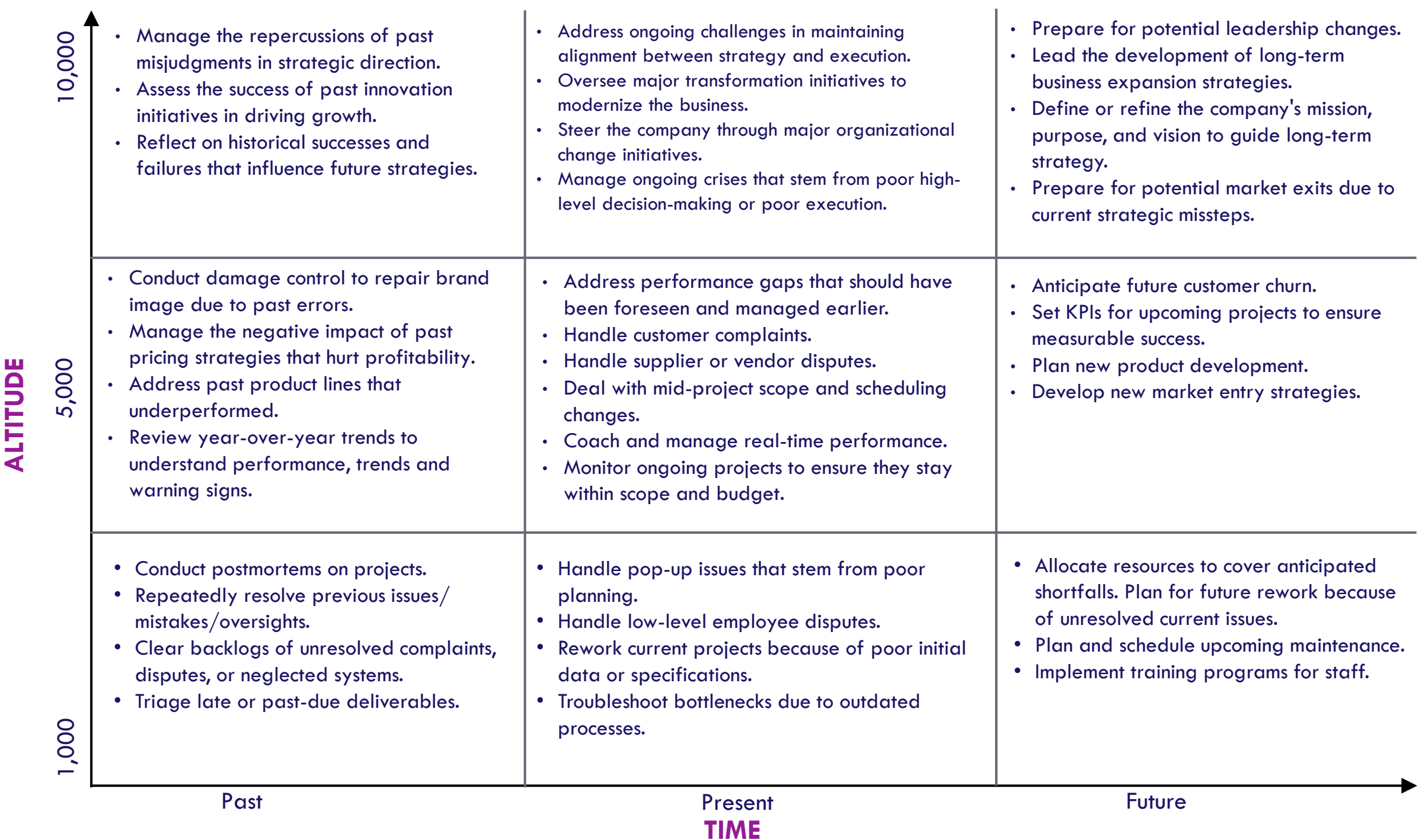
Build/Manage culture

Industry Involvement

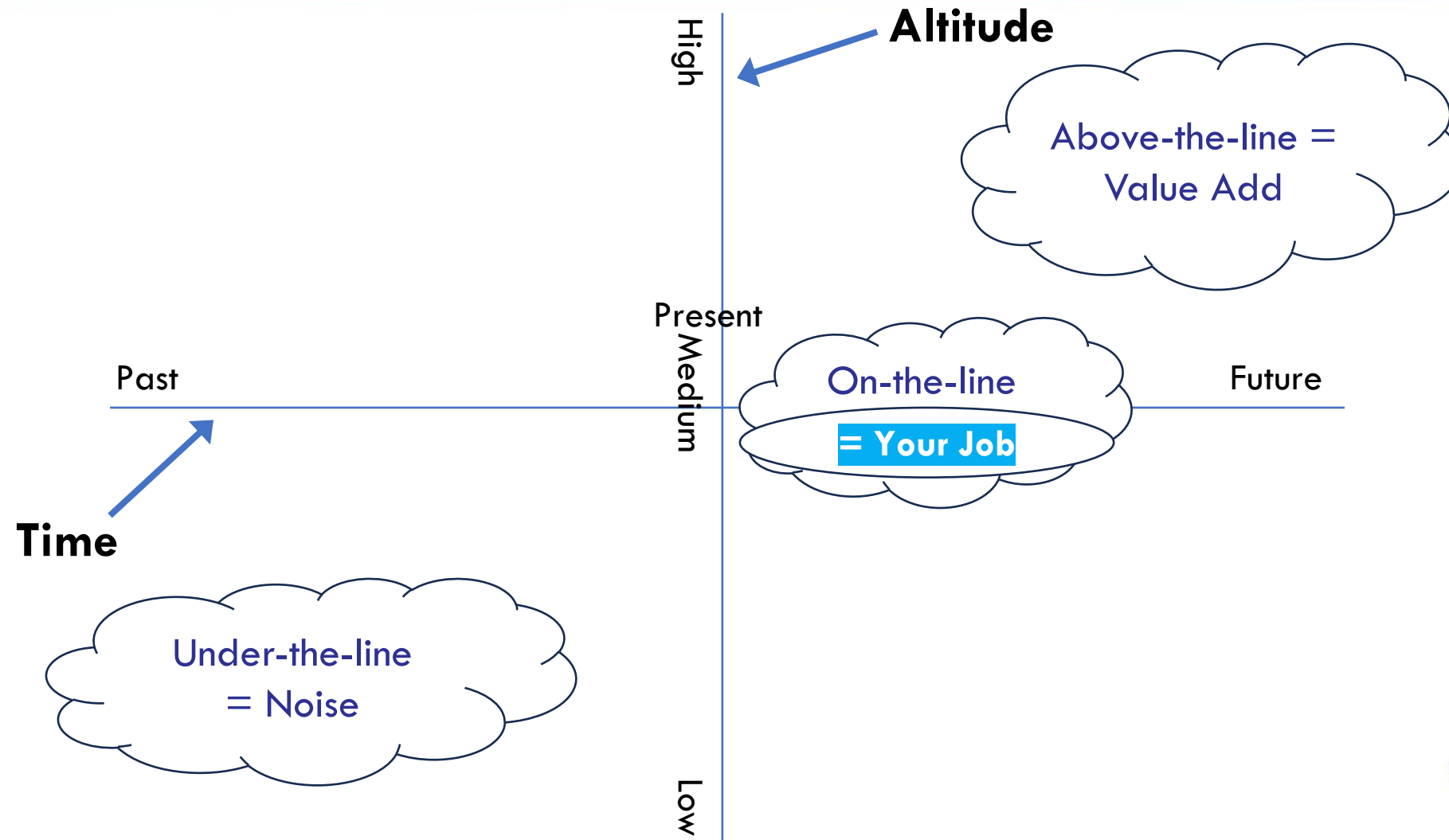
Establish & manage metrics or dashboards.



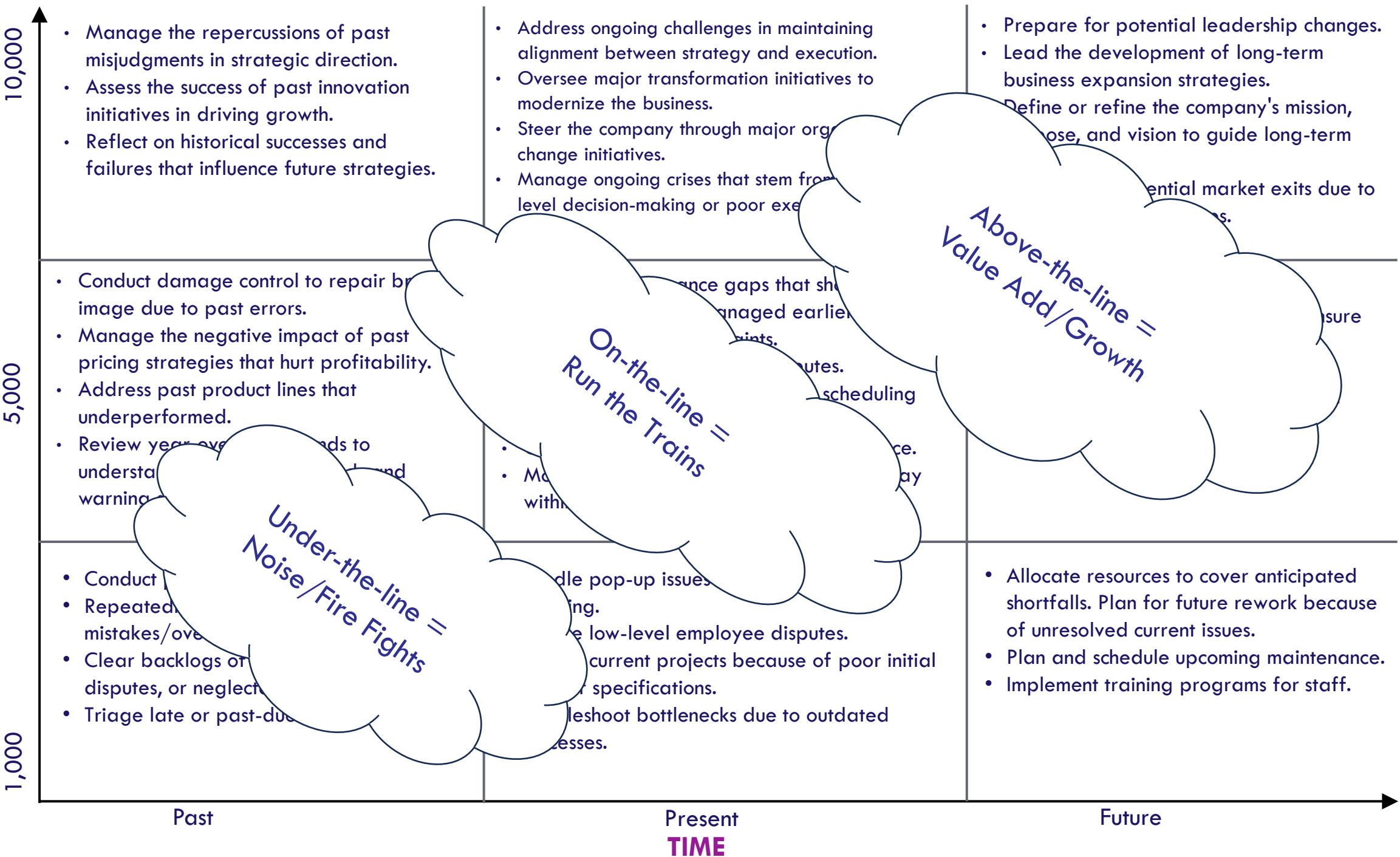




# Noise versus Required versus Value Add



ALTITUDE



# You can't do it all, but...

...you must do something.

- Remember, where you spend time:
  - Has consequences – other tasks are neglected.
  - Communicates what is important to you.
  - Impacts growth.

# Where do you spend your time?

<p><b>Growth Agenda:</b></p> <p>Strategy, Expansion, NPD, Jump-the-S, Portfolio Optimization, Disruptive Technology, Horizon 3 R&amp;D, Culture</p>
<p><b>Add Value and Improvements:</b></p> <p>Enhance what and how we do things; Efficiencies, Profits, Infrastructure, Extensions, Expansions, Proactive, Anticipation.</p>
<p><b>Run the Trains:</b></p> <p>Business as usual; Doing what we do; Project Management; Execution; Rudder Kicks/Audibles; Management; Monitor, etc.</p>
<p><b>Unignorable Noise:</b></p> <p>Problems, Issues, Surprises, Fires, Self-Induced Errors, Triage, Unplanned Opportunities, Impromptu Activities, Crisis, etc.</p>
<p><b>Ignorable Noise:</b></p> <p>Order lunch for meeting, FedEx pick-up is late, cc'd on emails, meetings that don't matter.</p>

# To get above noise, strive to allocate responsibility to the right Altitude

Executives

Sr. Leaders

Vital Middle

Rank & File

## Growth Agenda:

Strategy, Expansion, NPD, Jump-the-S, Portfolio Optimization, Disruptive Technology, Horizon 3 R&D, Culture.

## Add Value and Improvements:

Enhance what and how we do things; Efficiencies, Profits, Infrastructure, Extensions, Expansions, Proactive, Anticipation.

## Run the Trains:

Business as usual; Doing what we do; Project Management; Execution; Rudder Kicks/Audibles; Management; Monitor, etc.

## Unignorable Issues:

Problems, Surprises, Fires, Self-Induced Errors, Triage, Unplanned Opportunities, Impromptu Activities, Crisis, etc.

## Ignorable Noise:

Order lunch for meeting, FedEx pick-up is late, cc'd on emails, meetings that don't matter.



# Common with "Stalled" Businesses

1 Day in Fall

Back Burner  
(waiting for time)

Sr. Leaders

Executives

Vital Middle

Rank & File

## Growth Agenda:

Strategy, Expansion, NPD, Jump-the-S, Portfolio Optimization, Disruptive Technology, Horizon 3 R&D, Culture.

**Above-the-Line:**

## Add Value and Improvements:

Enhance what and how we do things; Efficiencies, Profits, Infrastructure, Extensions, Expansions, Proactive, Anticipation.

**On-the-Line:**

## Run the Trains:

Business as usual; Doing what we do; Project Management; Execution; Rudder Kicks/Audibles; Management; Monitor, etc.

## Unignorable Issues:

Problems, Surprises, Fires, Self-Induced Errors, Triage, Unplanned Opportunities, Impromptu Activities, Crisis, etc.

**Under-the-Line:**

## Ignorable Noise:

Order lunch for meeting, FedEx pick-up is late, cc'd on emails, meetings that don't matter.



# You won't see noise until you look & listen

- Hallway conversations
- *“Hey, you got a minute?”*
- Meeting agendas/topics
- *“Boss, what do you think about...”*
- Emails and cc's
- Your thoughts and questions

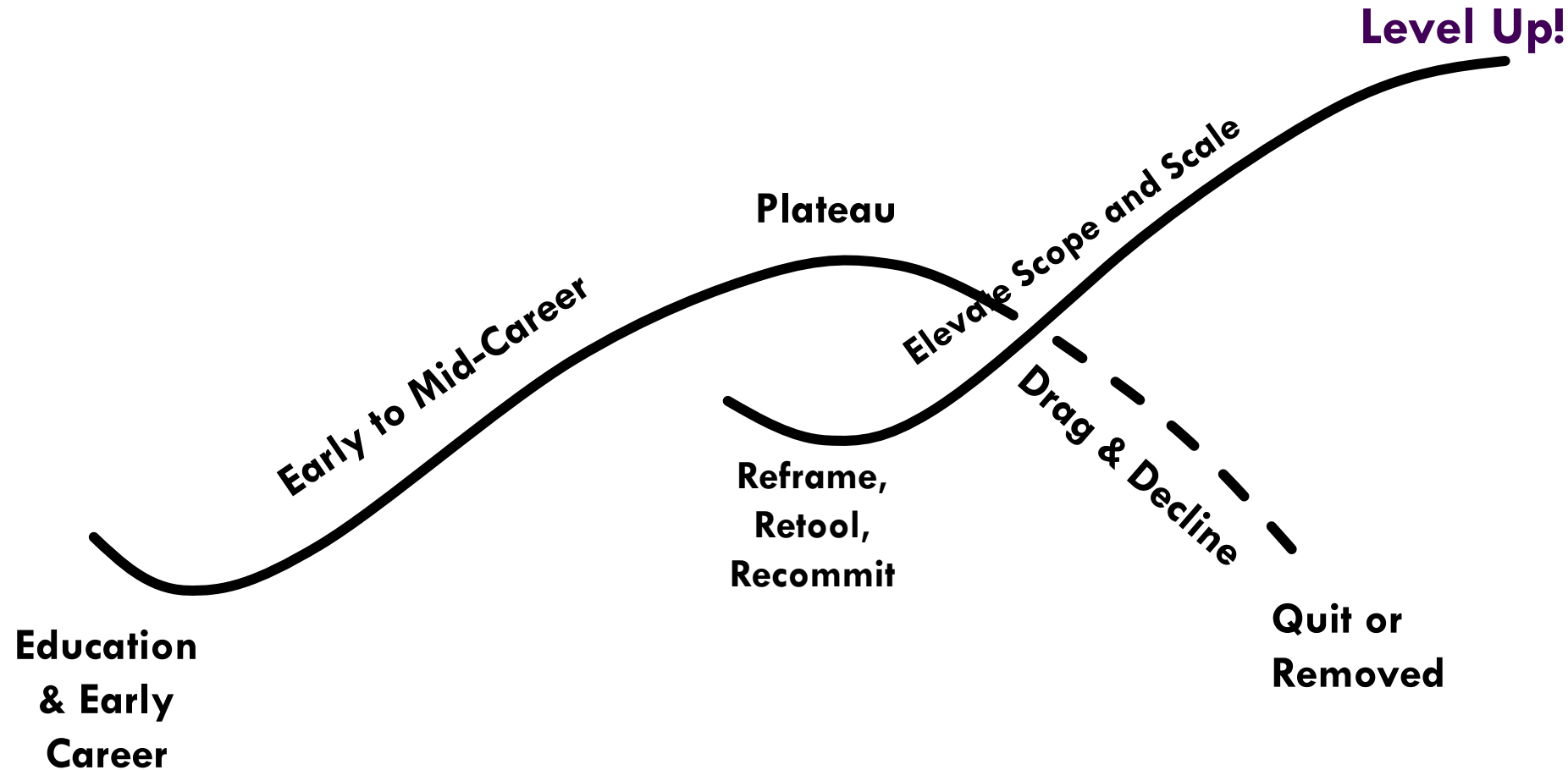
# Reflection Point: What are you missing out on?

## What does *'leading above the noise'* look like?

1. Brainstorm the topics, issues, initiatives, agendas that are above the noise, but you don't seem to have enough time/bandwidth to consistently work them?
2. What would working on or resolving for you or for the company? For growth?
3. If you can't get to it – what happens? (Migrates up to your boss? Doesn't get done? Turns into your weekend job). Is that acceptable?

## 2. Stop Gap-Filling

# People are not created equal – many plateau.

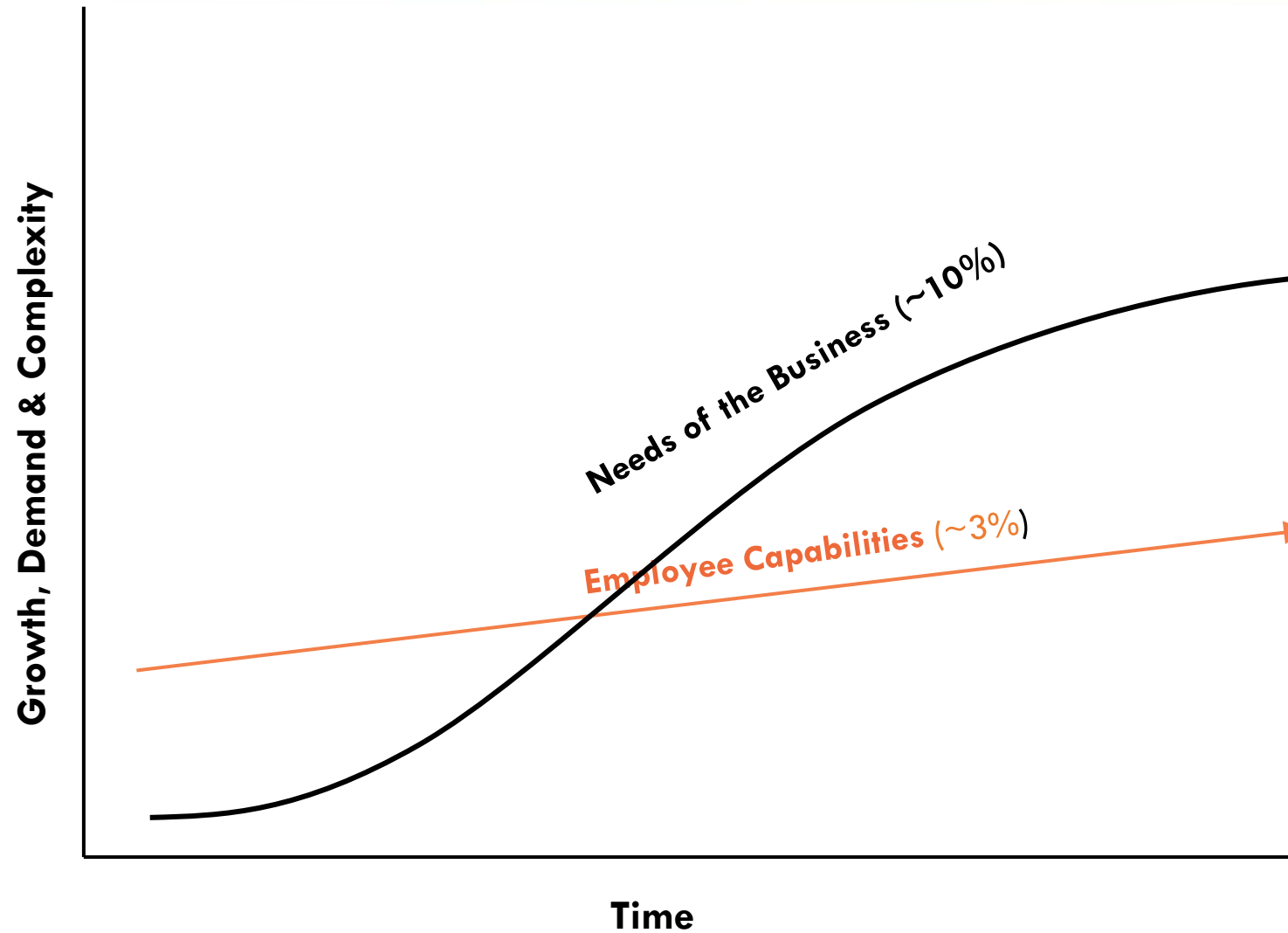


# Gap Filling: Dynamics and Impact

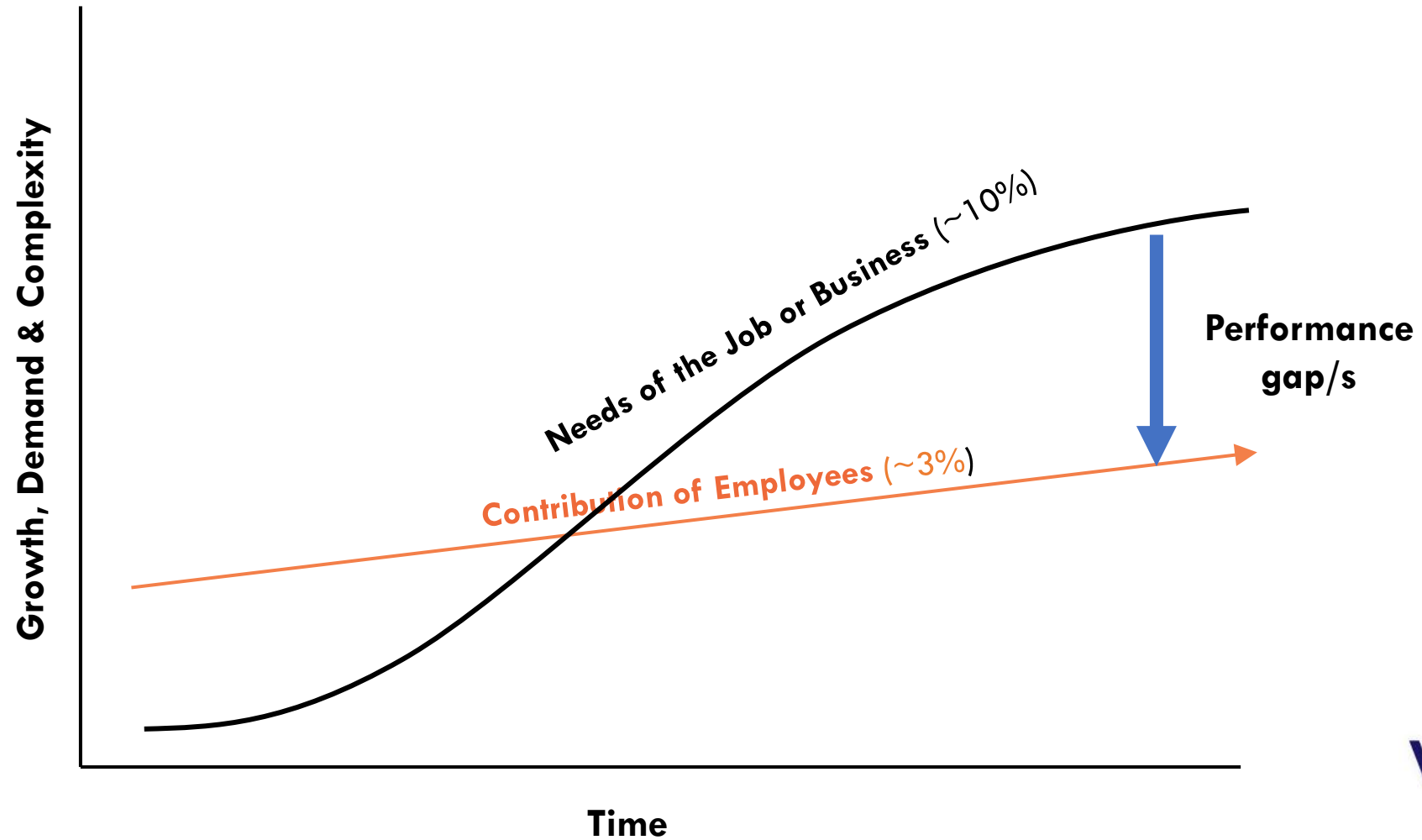
## What is Gap-filling?

When someone with greater ability or bandwidth is asked/expected to fill the gap left by another who lacks the ability/bandwidth to do what's required.

# A Growing Business Can (and will) Outgrow its People....

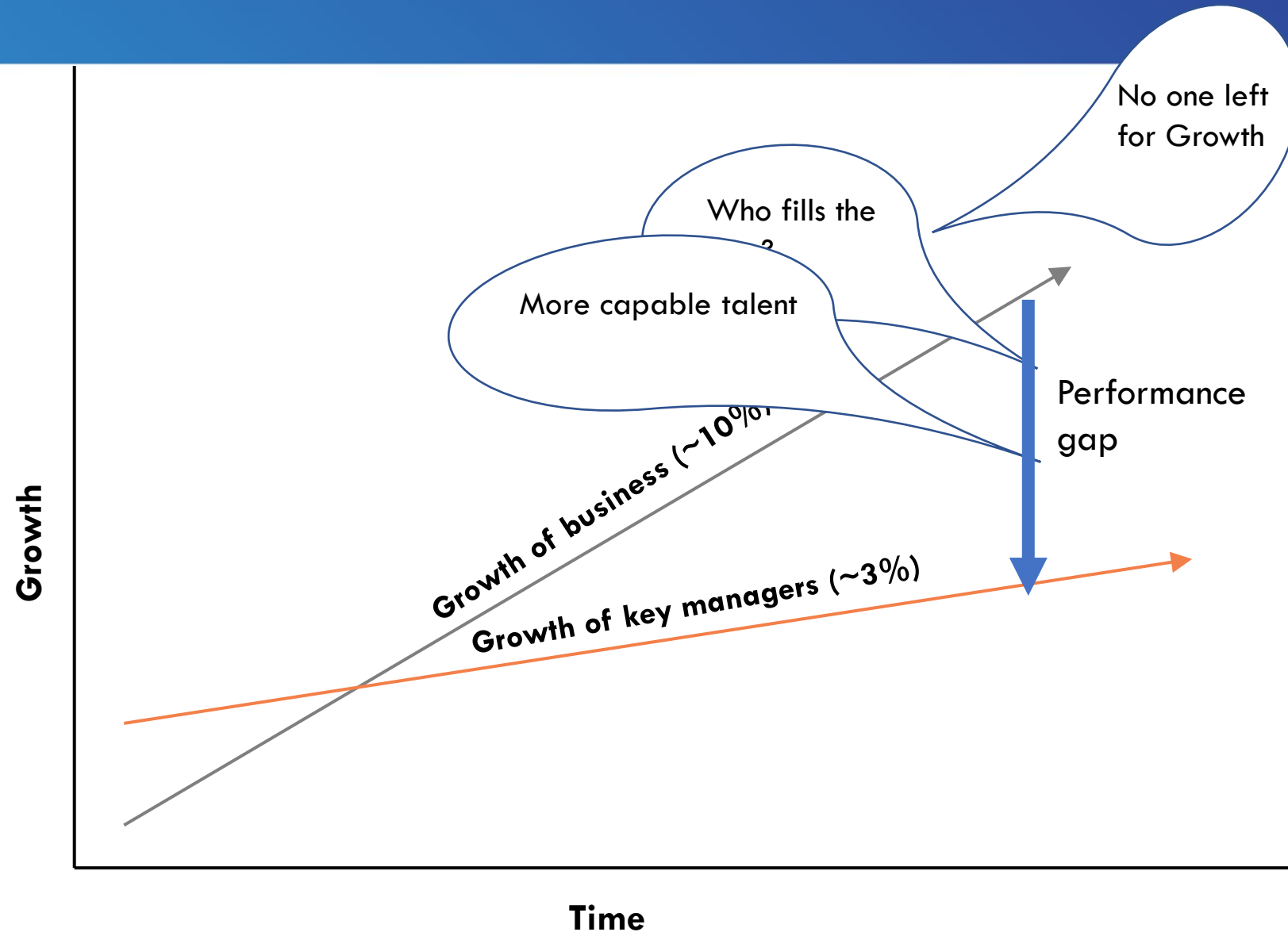


# How Gaps are Formed





# Gap Filling Restricts Growth



# How Gap-Filling Starts (and sticks)

- You don't know better – never lived above the noise; doesn't seem 'bad.'
- It's faster and more reliable than developing those who create the gaps.
- It's culturally expected (*Do whatever it takes* vs. *It's not my job*).
- Don't hold people accountable – work around them.

These are just a few I see.

# Reflection Points...

**Having described these two altitude killers (e.g., ‘noise’ and ‘gaps’)...**

1. To what extent are these an issue/challenge for you or your business?
2. Do you see them a) before they happen, b) while they are occurring, c) not until you’ve been stuck doing it for awhile?
3. Think of an example of something above the noise you’ve been trying to accomplish, but these dynamics have held you back.

# 3. Switch from Directing Contributors to Leading Leaders

# Contributors vs. Leaders

**Contributors** are Players – they get results, do the work, and score points.

**Leaders** are Coaches – they get results thru others; score points without touching the ball.

**Executives** are General Managers – they get results thru strategy; may not be in the stadium during the game.

# Contributor/Player vs. Lead Leaders/Coach

Direct Contributors	Vs.	Lead Leaders
Give them the solution or task		Give them the challenge or problem
Tell them 'how'		Tell them 'what' (e.g., the issue, challenge, problem)
Delegate to-dos, solutions, process		Discuss concepts, ideas, data
Linear		Iterative
Clear, data-driven, and straightforward		Messy, ambiguous, and conceptual
Allow them to stay comfortable		Make them better; stretch them
Keep them safe, secure, comfortable		Let them try, explore, risk
Explain, tell, prescribe, oversee		Probe, query, tolerate
Protect him/her with guardrails, control, limits		Explore his/her thinking, perspective, ideas
Tell them what/how to do		Ask what they think
Clarify & explain their expectations/tasks		Challenge & nurture their thoughts/approach

# Why is it hard to stop 'touching the ball'?

- You've been the best player most of your career.
- You have more talent than your current players.
- The work needs to be done quickly and right.
- Need for control: too hard to understand and manage from the sidelines - want to be behind center.

The level of talent underneath you determines  
you **can** evolve.

if

Your humility, curiosity, and courage determines  
**will** get good at it.

if you  
**valutis**



# Why you must transform to leading leaders..

Leading leaders elevates the altitude and time frame from which you operate.

Moves you from muscling (doing) to facilitating (leading).

Clears the path for over-the-line agendas.

# Reflection Points...

1. Do you have anyone working for you that is clearly “better” than you?
2. Do you have anyone working for you that prefers (or needs) more prescriptive management?
3. How many of each?
4. Have you built a scoreboard that allows you to facilitate more than play?



## 4. Break the Muscle Mindset

# Mindset & Behaviors – A Causal Relationship

- Your mindset/perspective are directly tied to your behavior, expectation, and experience.
- The relationship is real. Does it manage you or do you manage it?
- The fastest and easiest method to transform from muscling results to facilitating movement.

# Areas to Transform your Mindset...

From Tactical/Execution	to	Strategic/Growth
From Linear/Prescriptive	to	Systemic/Iterative
From Problem-Solver	to	Problem Framer
From 'Fixes/Duct Tape'	to	'Root Cause & Solutions'
From 'Do it fast'	to	'Do it right'
From 'Work Around'	to	'Robust Infrastructure'
From 'Black & White'	to	'Grey'
From 'Loyalty'	to	'Ability'
From 'Enabling'	to	'Accountability'

# Mindset Impacts Behavior/Altitude

Player Mindset	Coach Mindset	Growth Mindset
Prepare an estimate	Teach Kim how to estimate	Integrate AI into our Estimating process and practices
Lead a staff meeting	Learn what's worrying my staff.	Review our Org. chart and ensure I have the right team structure to grow.
Sell a big job	Gain a customer for life	Conduct a portfolio optimization exercise
Deliver results	Develop talent	Oversee the output of our working teams/task forces
Go to dinner with spouse	Be sure your spouse feels loved	Plan a date night to discuss aspects of our life we like and/or want to change

# Reflection Points...

1. Where is your default mindset – player, coach, growth?
2. Are you managing your mindset or is your default mindset calling the shots?
3. How do the people/talent below you impact your mindset?
4. Challenge: Identify a current issue and look at it from a different mindset. What changed?

# What Have We Learned?

Muscling results is a trap; the short-term benefit comes at a long-term cost.

When you transform, you have time to think, plan, and strategize – your agenda elevates.

However, for many this ‘new’ agenda is less clear; what do you do?

How does facilitating movement translate into a growth agenda?





## 2<sup>nd</sup> Transformation: From Opportunity-Driven Growth Model to Scalable Growth Model

5. What is Opportunity-Driven Growth?
6. What is the Scalable/Predictable Cycle of Growth?
7. How can the Lifecycle of Movement forecast your agenda?

## 5. What is Opportunity- Driven Growth?

# Opportunity-Driven Growth

- Many mechanical contractors focus on getting their backlog built out for the year.
- They look, listen, ask for opportunities to help accomplish that.
- Often other contractors are doing the same thing so the opportunities you find may require competition to win them.
- I often see the Get Work : Do Work business model.
- All of this makes sense (from a cash-flow, keeping busy, etc.)

# Pro's and Con's

**PRO:** Like muscling – this works. Many businesses rely heavily on this. If growth goals aren't too aggressive, and economy is reasonable strong, it works.

**PRO:** Established businesses with experience, relationships, and reputation do this well.

**CON:** Much harder with new geographies, product offerings, or when aggressive growth is desired.

**CON:** Handles the top-line adequately but doesn't replace strategy, growing pains, or people.

**CON:** Less likely to achieve deliberate, strategic, scalable growth



# Transition...

Opportunity-driven growth is logical and straight forward.

Growth (without opportunities) is confusing, nebulous, ambiguous, and time consuming.

In the next several slides, I'll teach a growth model that isn't confusing.

It is learnable, manageable, predictable, and transformational!



## 6. The Predictable Growth Model

# Growth is Predictable (thus manageable)

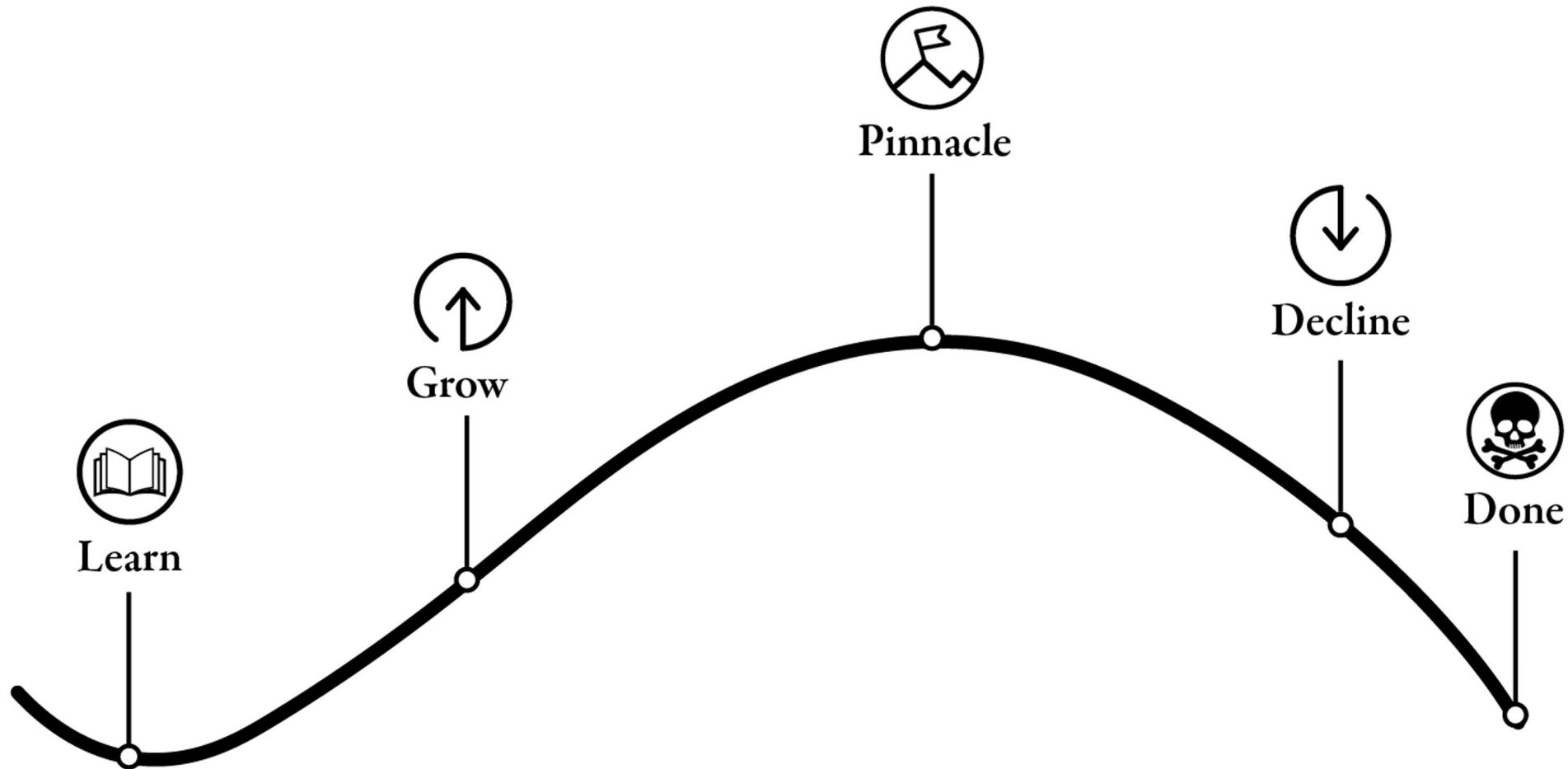
- Living systems follow a predictable cycle (organizations are systems)
- Understanding the cycle allows you to customize your approach to match the movement/growth needed to where you are on the cycle.
- The ‘cycle’ is called the Sigmoid Curve (aka – S-Curve)
- It is the “Line” that guides your growth efforts
- You manage the Line (aka – growth)

# This Growth Model helps by...

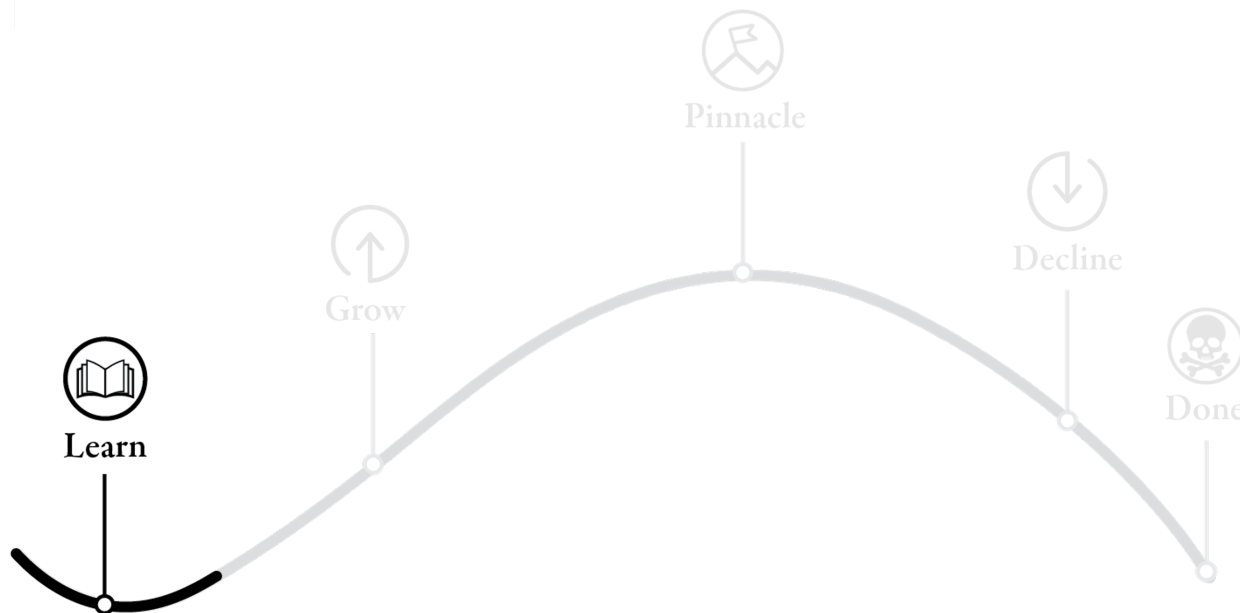
- a) Knowing where your business is located tells you what it needs (process, people, infrastructure, growth, etc.)
- b) If you know your business' needs, you can determine the type of leadership required to meet them.
- c) Expectations for people and process change by location. Knowing this, you can lead and manage much more deliberately.
- d) The location of your organization establishes the context (e.g., measuring stick) required to rate your people.



# The S-Curve

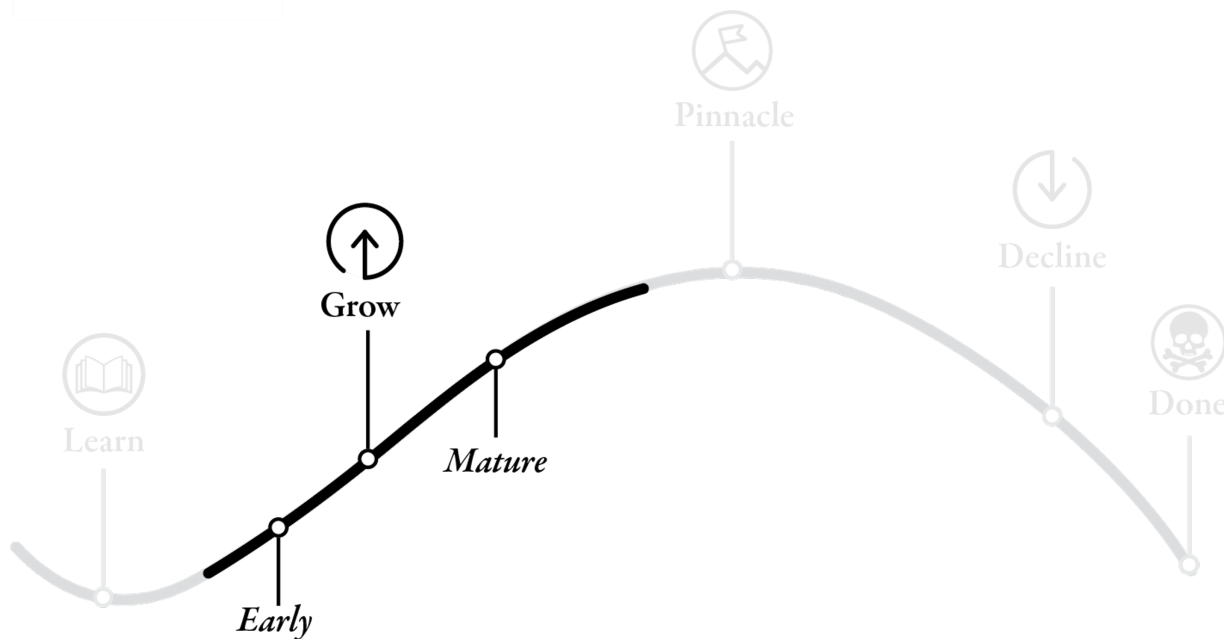


# The Learn Phase



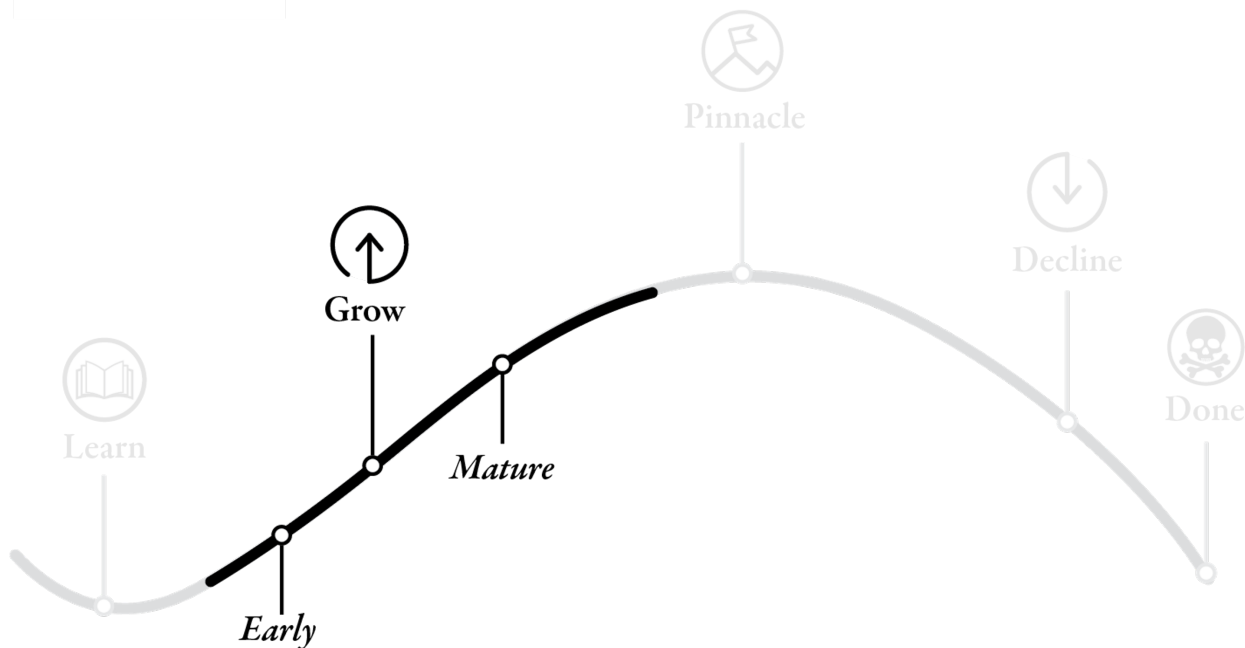
- Time for vision, dream, hope, ambition, ideas.
- Lots of trial and error, and what ifs..
- Where do I want to go? What do I want to be?
- False starts, disappointing results, and challenges are commonplace.
- Must define your product, service, market, value proposition, and competitive differentiators.
- Often more messy than linear.

# The Grow Phase (Early Growth)



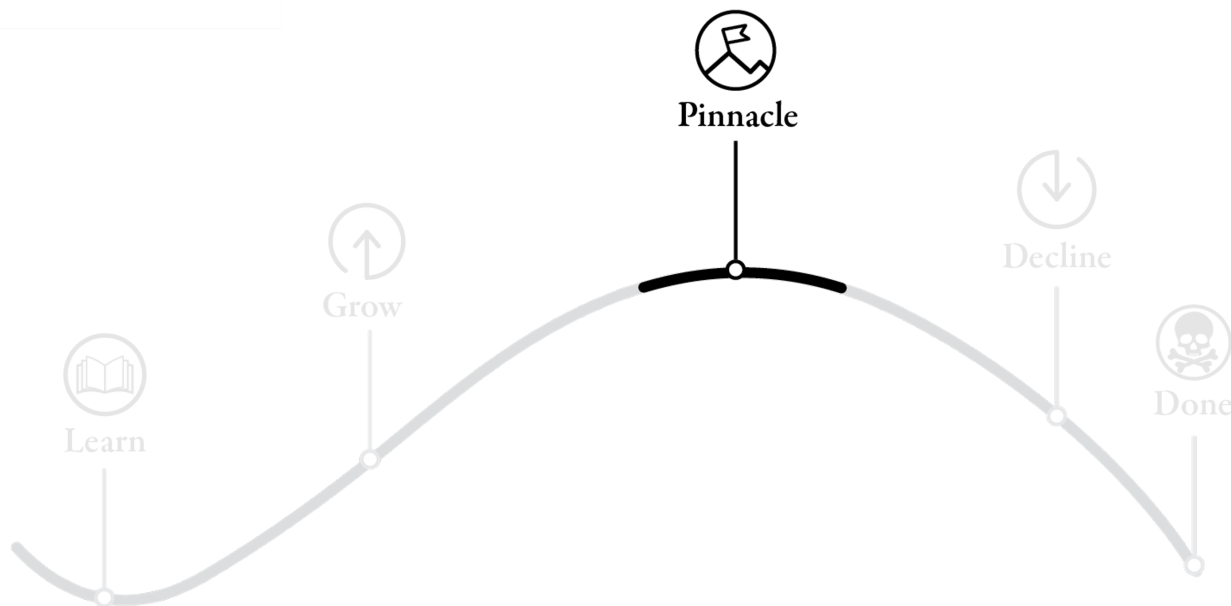
- Start-up mindset: high innovation, creativity, effort and speed.
- Muscle and push people to behave as needed and do what's required.
- Cash is tight; hope is high.
- Stress, chaos, sweat, and effort are common.
- Results trump efficiency.
- Lots of: "just figure it out."
- Superheroes are common (and helpful).

# The Grow Phase (Mature Growth)



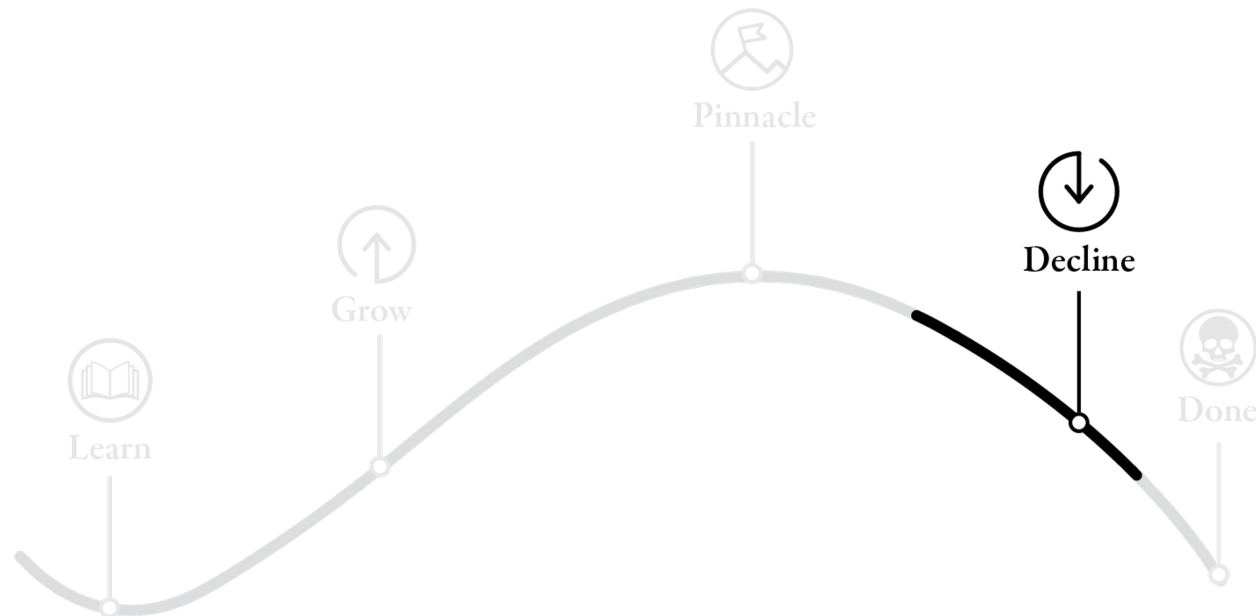
- Time to work smarter, not harder.
- Anti-entrepreneur is needed; process, systems, predictability.
- KPI's, metrics, swim lanes, and planning are developed and used.
- Professional managers are more helpful than superheroes (but may not be embraced at first).
- Major changes required to enter and thrive in mature growth

# The Pinnacle Phase



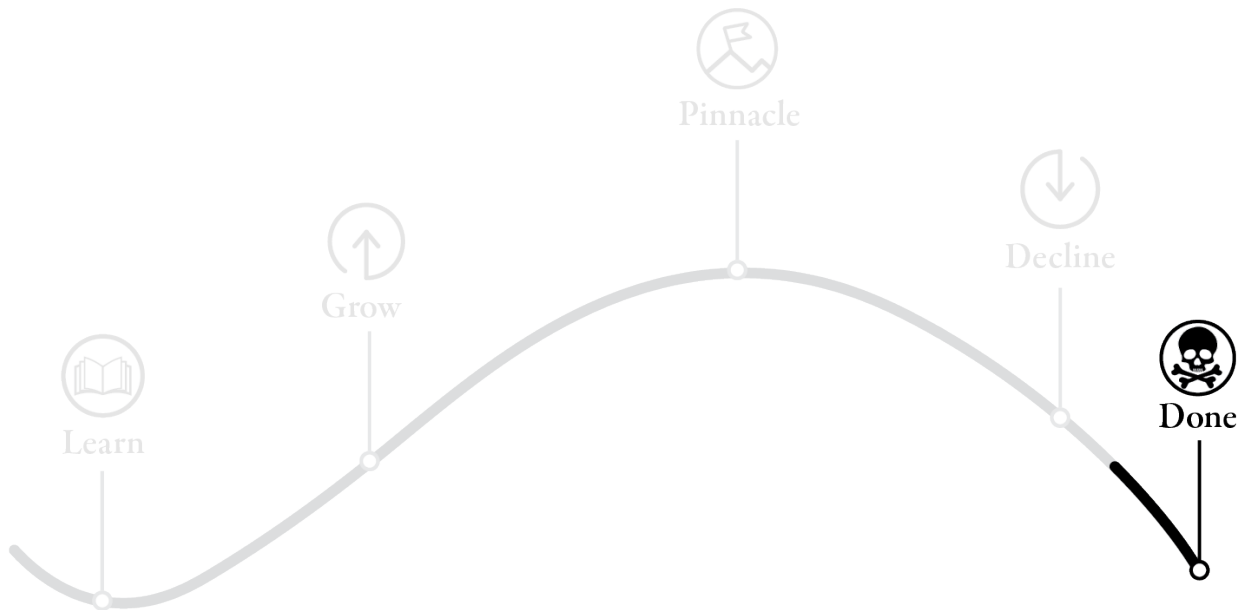
- Growth has stabilized and even slowed down.
- Shared leadership is the norm; don't need dominant personalities.
- Results curtail a bit; not as aggressive anymore.
- Company culture is palatable; norms are in place and guiding behavior.
- Comfort or calm are more the norm; less adrenaline and infrequent crisis.

# The Decline Phase



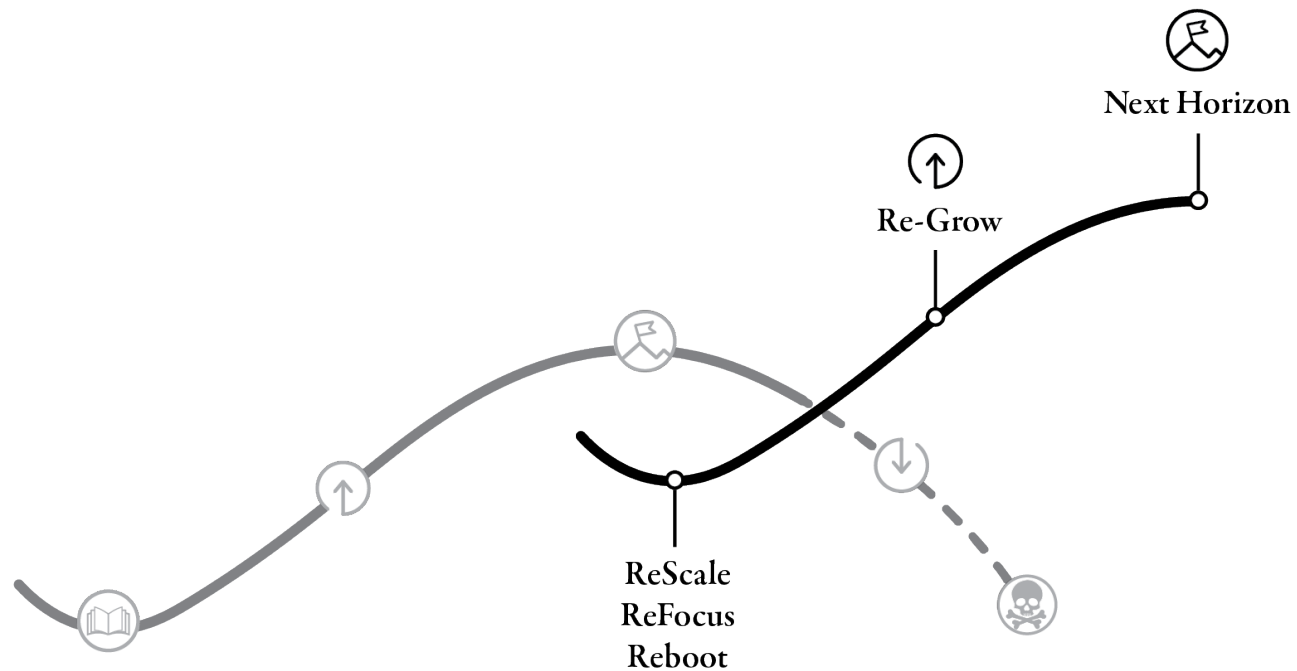
- Metrics, indicators, KPIs begin to drop slightly; slipping off the highs.
- Welcomed at first as many neglected needs have time to be addressed.
- Might see some voluntary turnover; Lifters may be disgruntled or unchallenged.
- Losing the agenda, vision or stretch; perspective is less demanding.
- Cost cutting or other cash management become more common.
- Likely you are doing what you've always done, but the positive results have waned.

# The "Done" Phase



- Shut the doors
- Sell to competitor
- Sell the assets
- Walk away

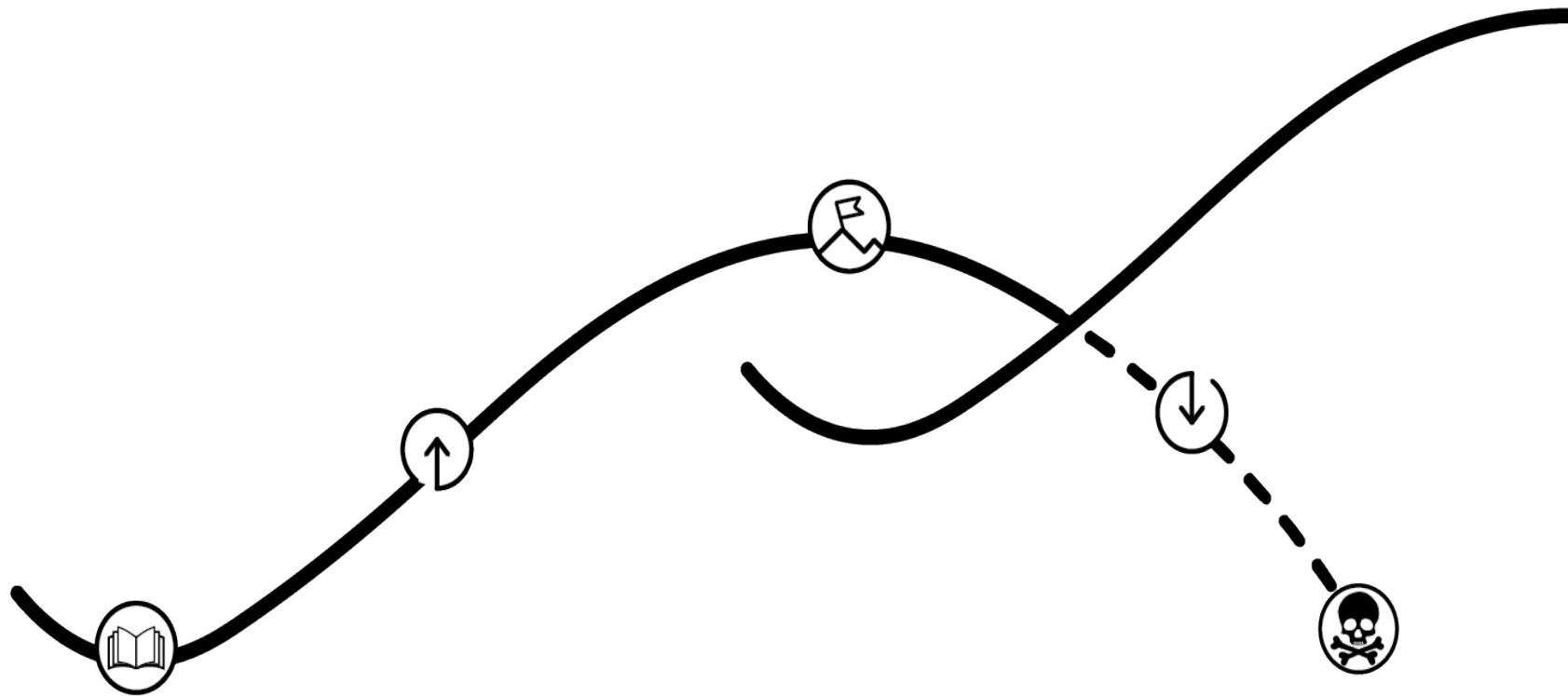
# Jump-the-S



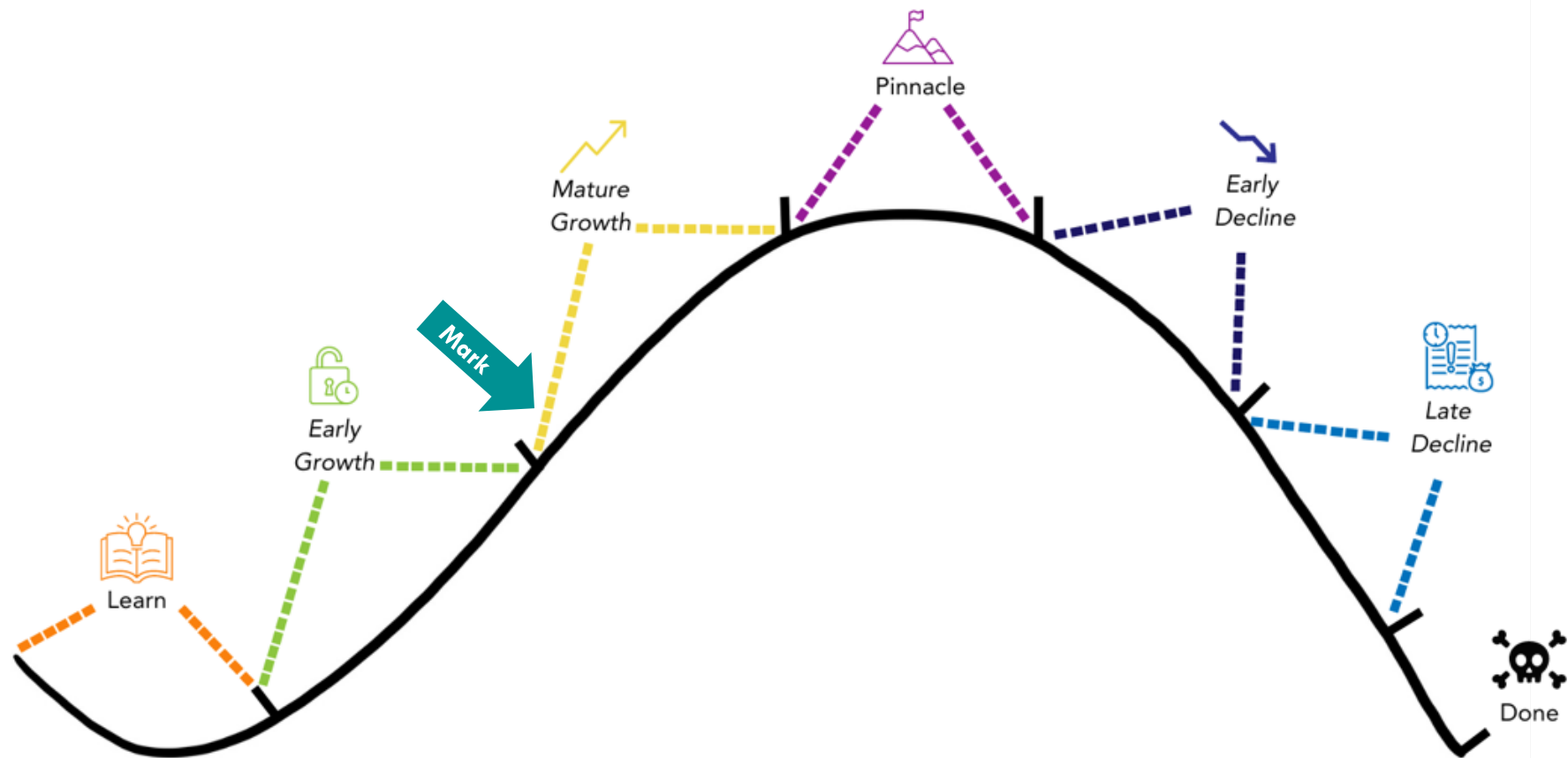
- Deliberate effort to find a new, compelling path for growth.
- A reinvention of value proposition, products, services, markets.
- Revenue and growth from products, services, markets not currently sold.



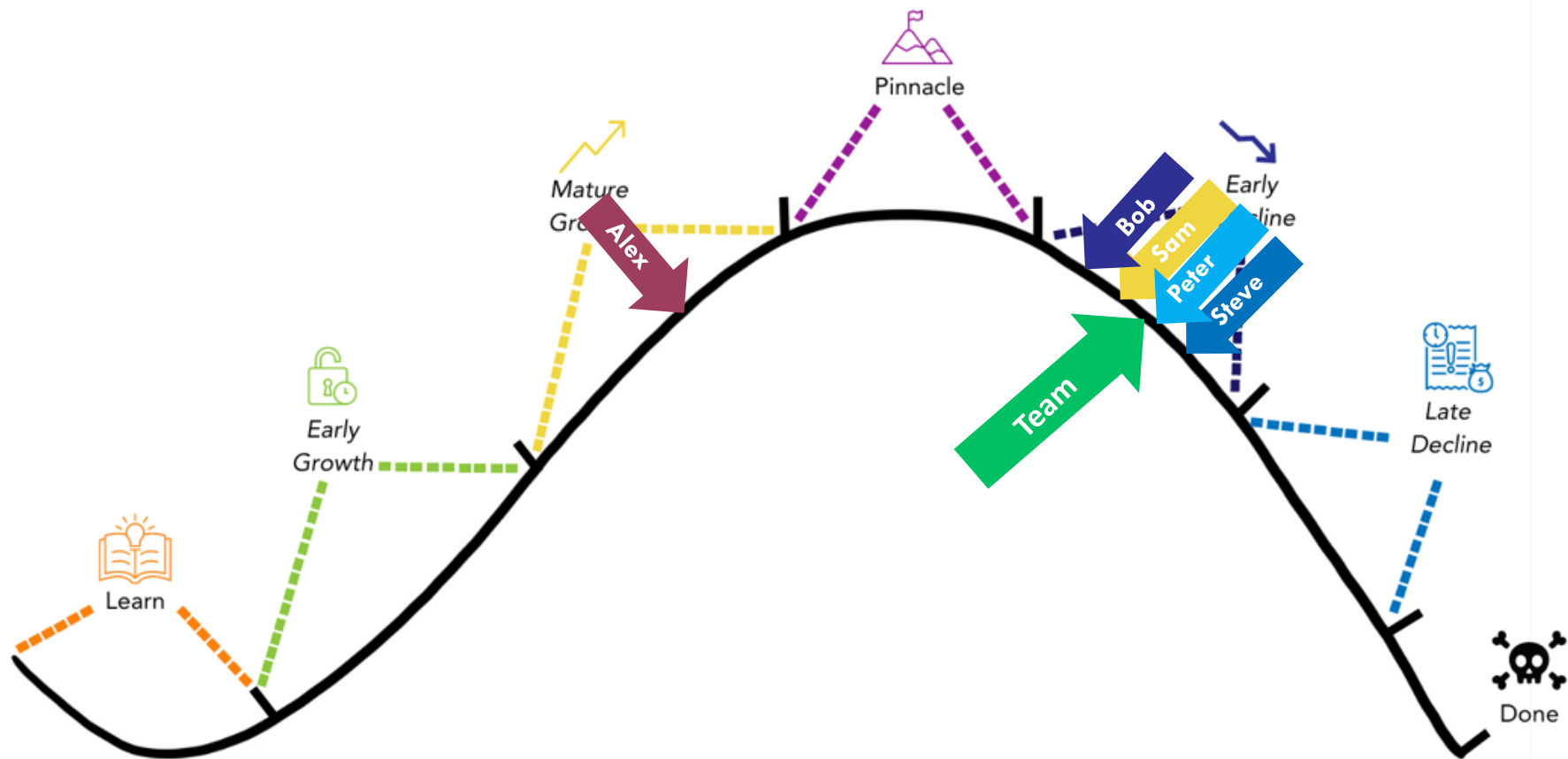
# Reflection Point: Where is your Company?



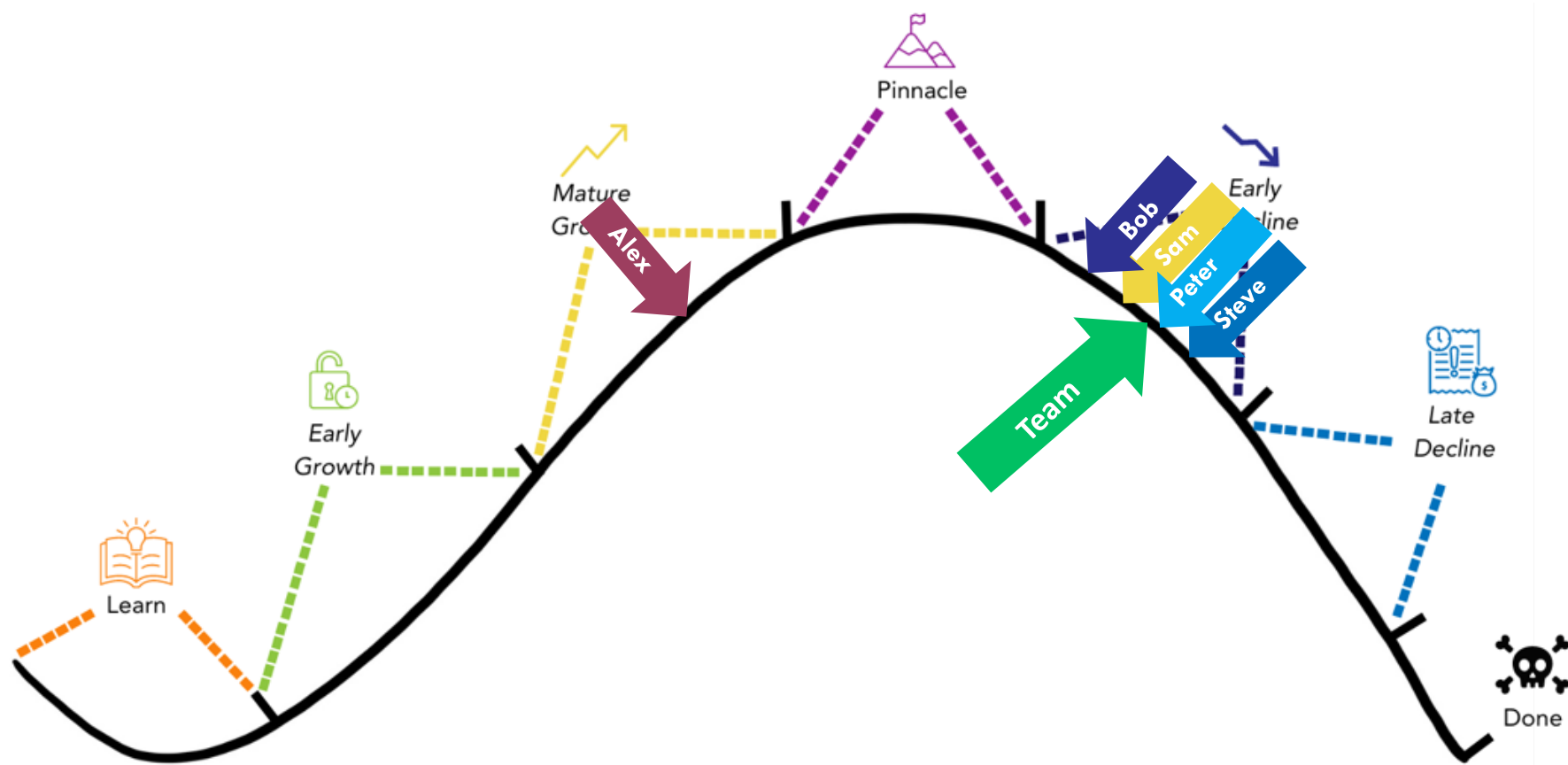
# Sample Results from The Locator



# Sample Results from The Locator



To complete the Locator, go to [Valutis.com/Locator](https://Valutis.com/Locator)



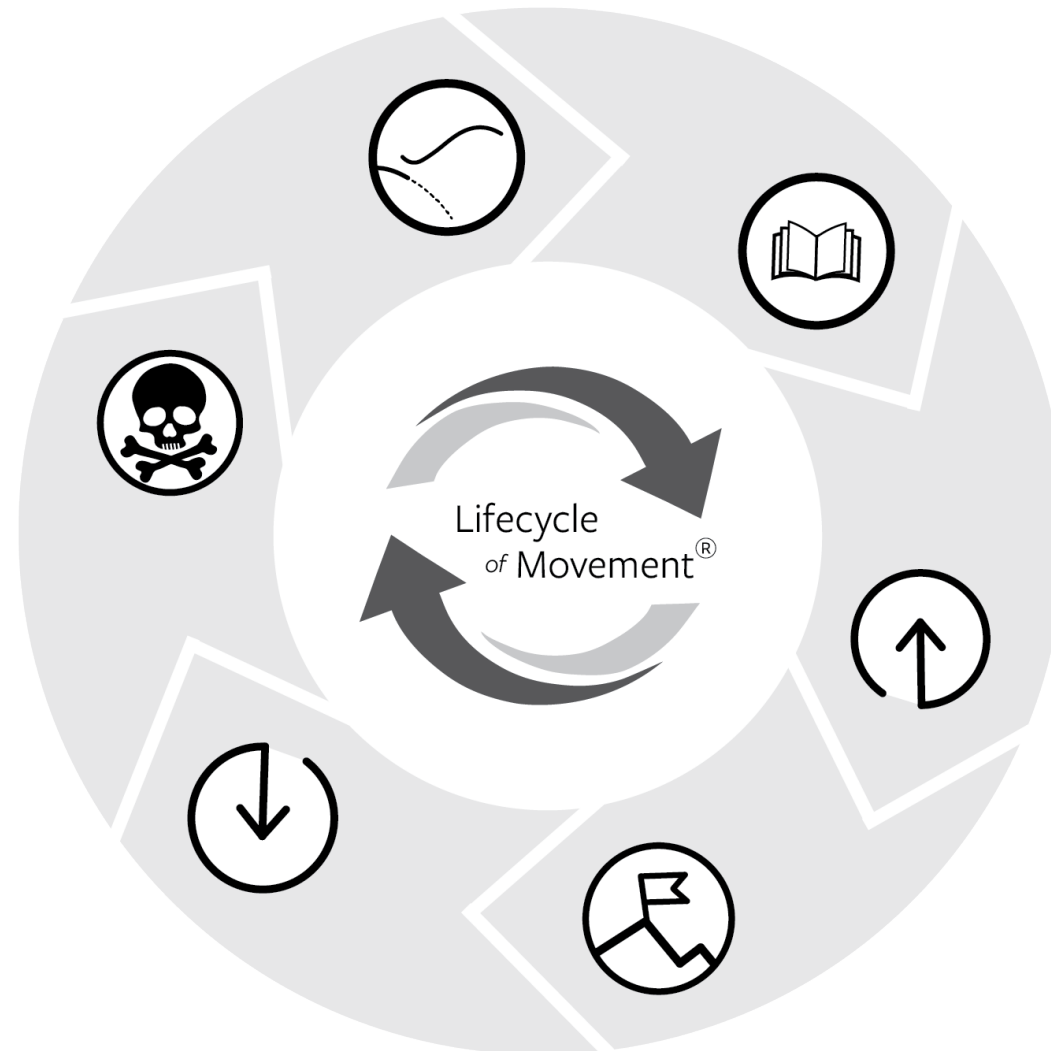
# Reflection Points...

1. How confident are you in where you see your business on the S-Curve?
2. Can you picture the type of agenda that location requires?
3. If you think about your weekly efforts – are they reflective of movement or stalling?
4. What are some benefits from knowing where you are (and where your business will go next)?

# 7. The Lifecycle of Movement

Knowing where you are on the line is  
enlightening...

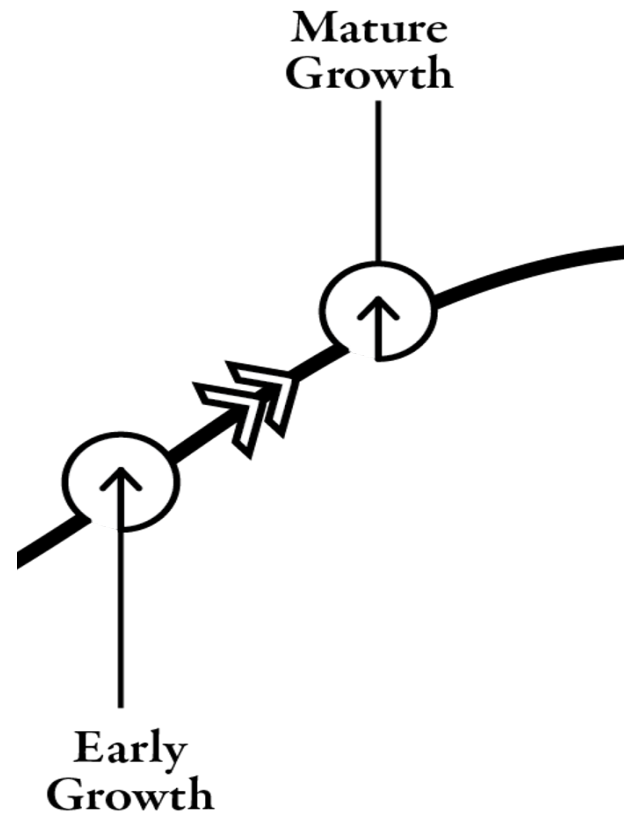
Knowing where the line is going  
next is empowering!







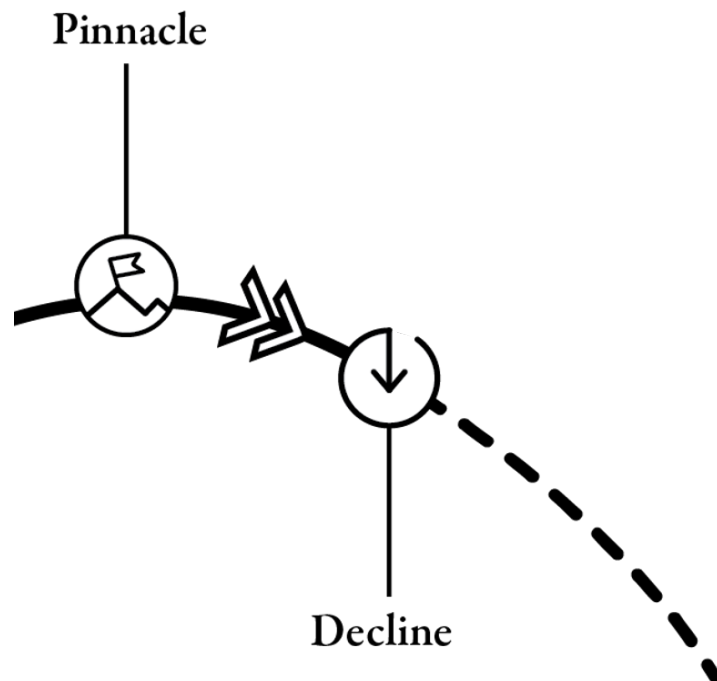
# From Early Growth to Mature Growth



- Indicators appear suggesting that Early Growth behaviors are running out of effectiveness.
- You'll see fatigue in your superheroes.
- Your lack of systems and processes will begin hurting you.
- It can seem like the left hand doesn't know what the right hand is doing.
- Important details will slip through the cracks. Silly mistakes start to ding your brand in customers' eyes.



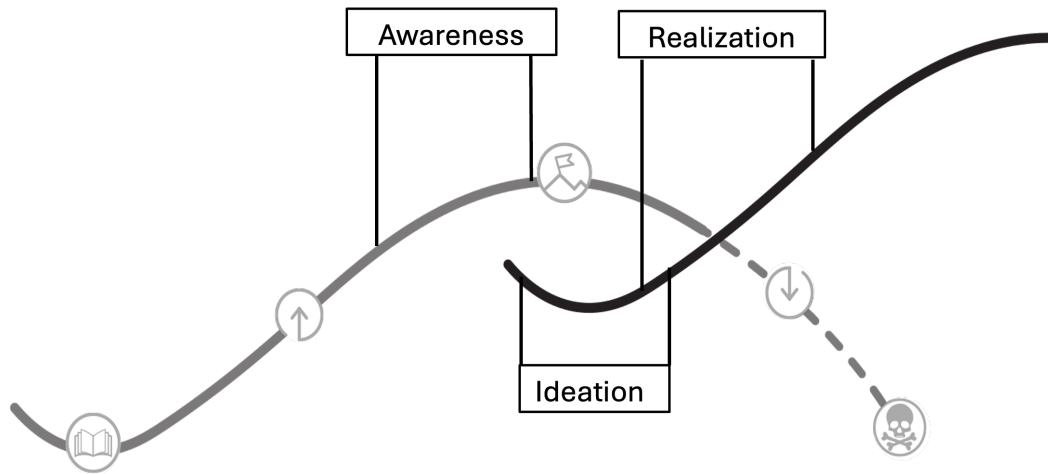
# From Pinnacle to Early Decline



- The business is performing well, but you not as well as it should be.
- Money is left on the table.
- Profits erode because of silly mistakes or mishaps.
- You are now the “adequately reliable” supplier, but not the “go-to innovator.”
- The contentment and comfort of success begins to slip toward indications of complacency and resistance.
- Your historically successful business now seems to keep shooting itself in the foot.



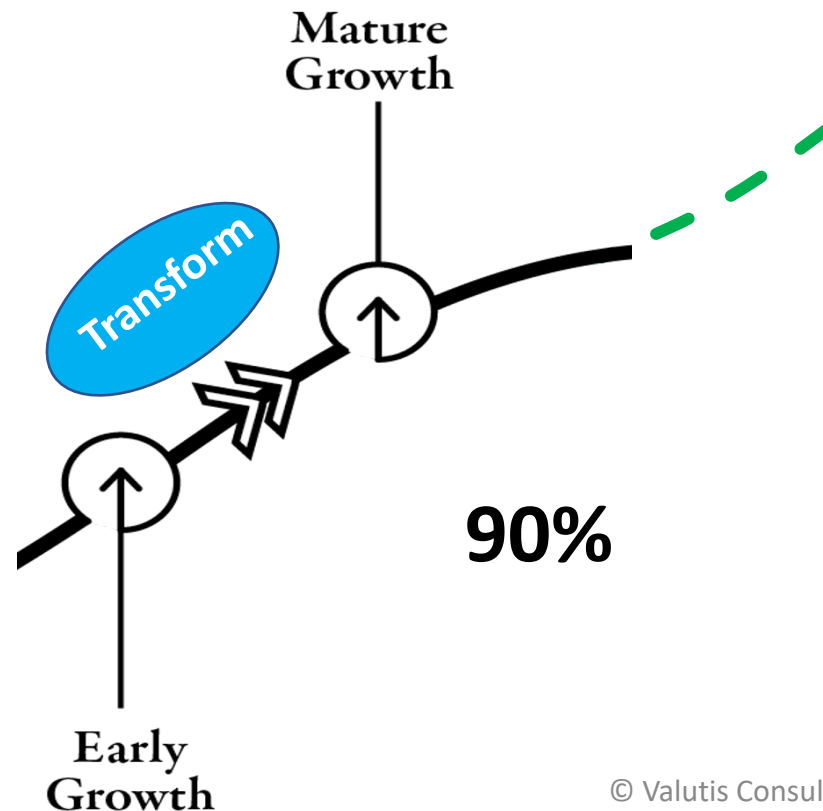
# Time to Jump-the-S



- Jumping-the-S isn't something you wait for until it shows up. If you want to jump, you must initiate.
- The later you "jump," the harder it can be.
- There are three components to 'jumping':
  1. Awareness – you become aware of the need/desire to start the Jump-the-S process.
  2. Ideation – you engage in a process of thinking, exploring, debating, what-ifying, planning.
  3. Realization – When you align on a path/method/plan to jump, efforts to realize that plan are initiated.

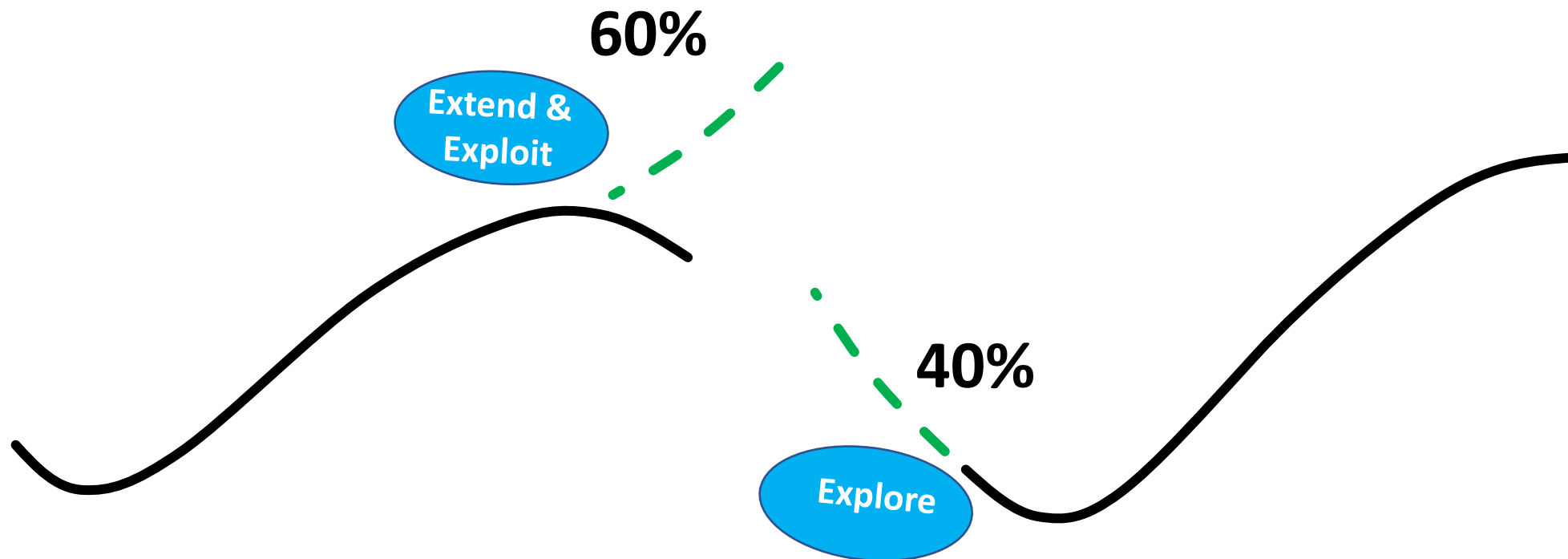
## Agenda for Early Growth to Mature Growth

1. Watch for growing pains that indicate it's time to work smarter not harder
2. Introduce more Organized members of your CORE. Reign-in Enterprising pepole.
3. Establish new scoreboards that measure efficiency, effectiveness, and profitability.
4. Solidify your value proposition and portfolio; narrow and exploit your strengths.
5. Strive for predictable, forecastable, and deliberate actions.
6. Reduce muscling; push work down – build your extended leaders.



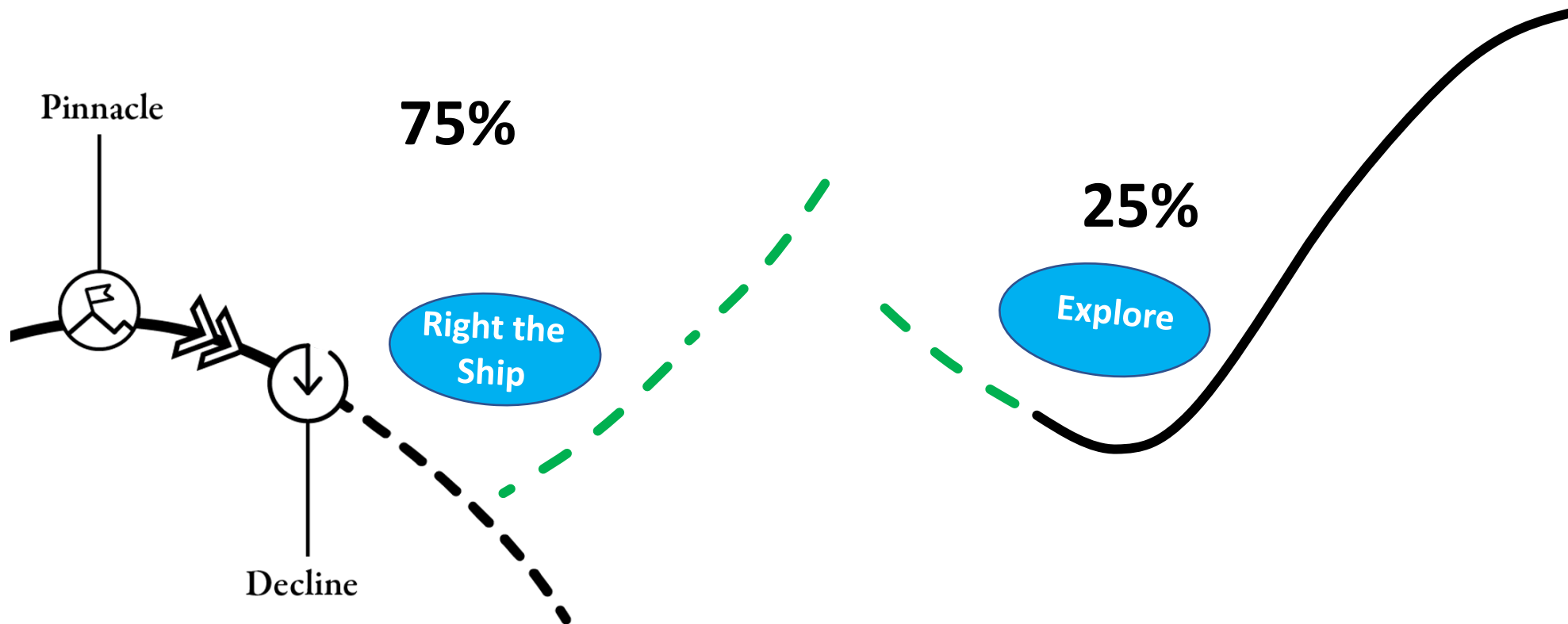
## Agenda for Mature Growth & Early Pinnacle

1. Extend the Growth via efficiency, effectiveness, process, people.
2. Ensure talent is allocated at the right level – push down.
3. Deliberately allocate your CORE for this split agenda.
4. Explore new models, products, services, markets for next wave of growth
5. Optimize product portfolio, process and infrastructure.
6. Deliberately create/develop your culture.



# Agenda for Company in Mid-Decline

1. Stop the decline & right the ship.
2. Ensure you deploy the right CORE for the two agendas.
2. Get back to acceptable mature growth (top & bottom line).
3. Optimize product portfolio; upgrade processes and infrastructure.
4. Explore new models, products, services, markets for next wave of growth.



# Transition to final Transformation...

## Where are you so far?

1. You accepted 'your job is growth' and got above the noise.
2. You identified and stopped the gap-filling.
3. You acquired more leaders and less contributors.
4. You identified your location and developed a growth agenda for moving ahead.
5. Your location telegraphs to you the people and leadership needs required.

You are now ready for the final (and most critical) transformation.



3<sup>rd</sup> Transformation:  
From *People are our greatest asset*  
to  
*Talent trumps People*

- 8. Context separates 'people' from 'talent'
- 9. Directional Talent
- 10. Talent based on Fit



## 8. Context separates People from Talent

# What is context?

**Perspective, Orientation,  
Frame of Reference.**

*Required to:*

**Understand**

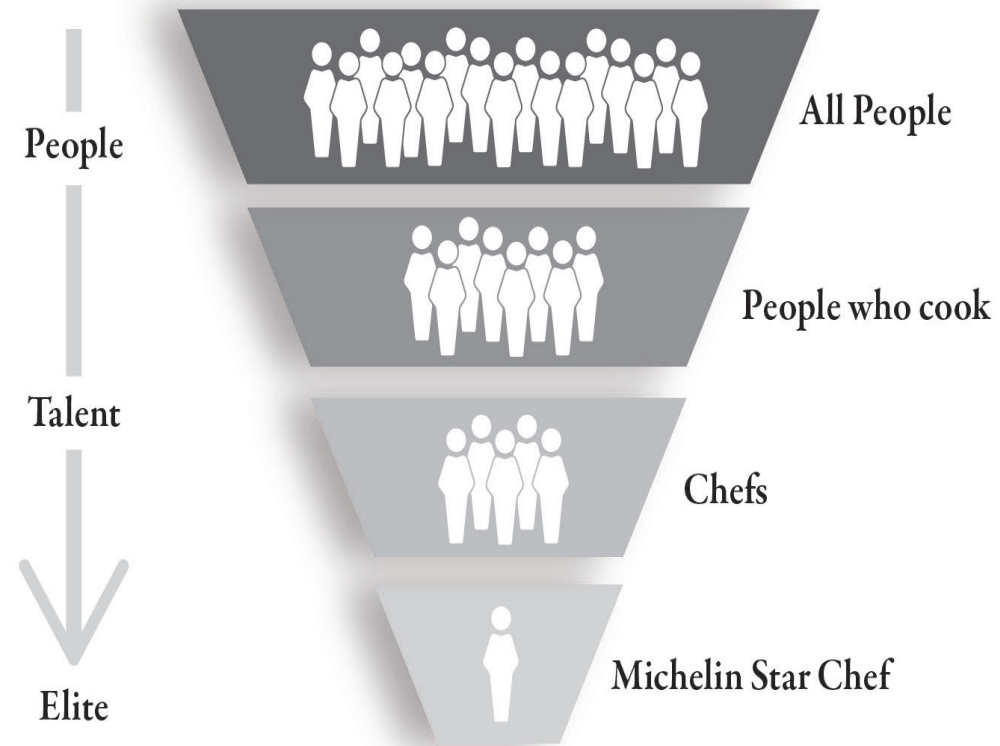
**Evaluate**

When an A+ isn't good enough...



# Talent Trumps People

You can't distinguish  
talent from people  
without first  
establishing the  
context.

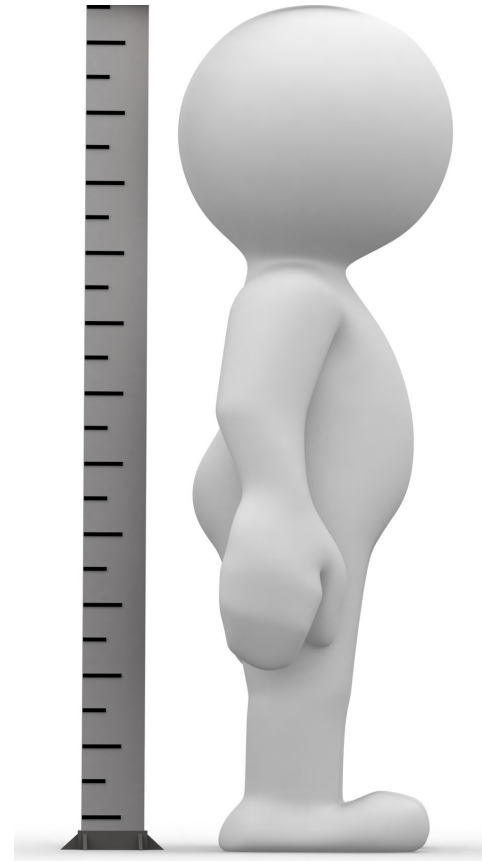


# Context Impacts Rating...

“I really trust them.”



“Smarter-Than-Me”

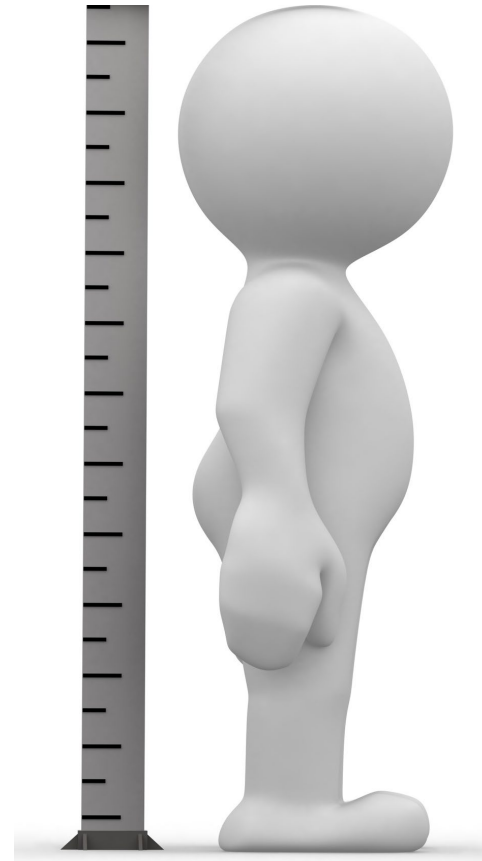


# Context Impacts Rating...

“Long history and experience with Company”



“Bright people who think outside our traditional work”



# Reflection Point...

1. Think of an example of how context altered your experience/rating of a person or situation.
2. What default context do you use when evaluating/rating people (in general)?
3. What default context do you use when evaluating/rating people (at work)?
4. What does your S-Curve Location suggest about context?

# Talent-Driven Growth has two contextual inputs:

1. “Directional” – Lift, Maintain, Drag/Delay.
2. “Fit” – The CORE elements.



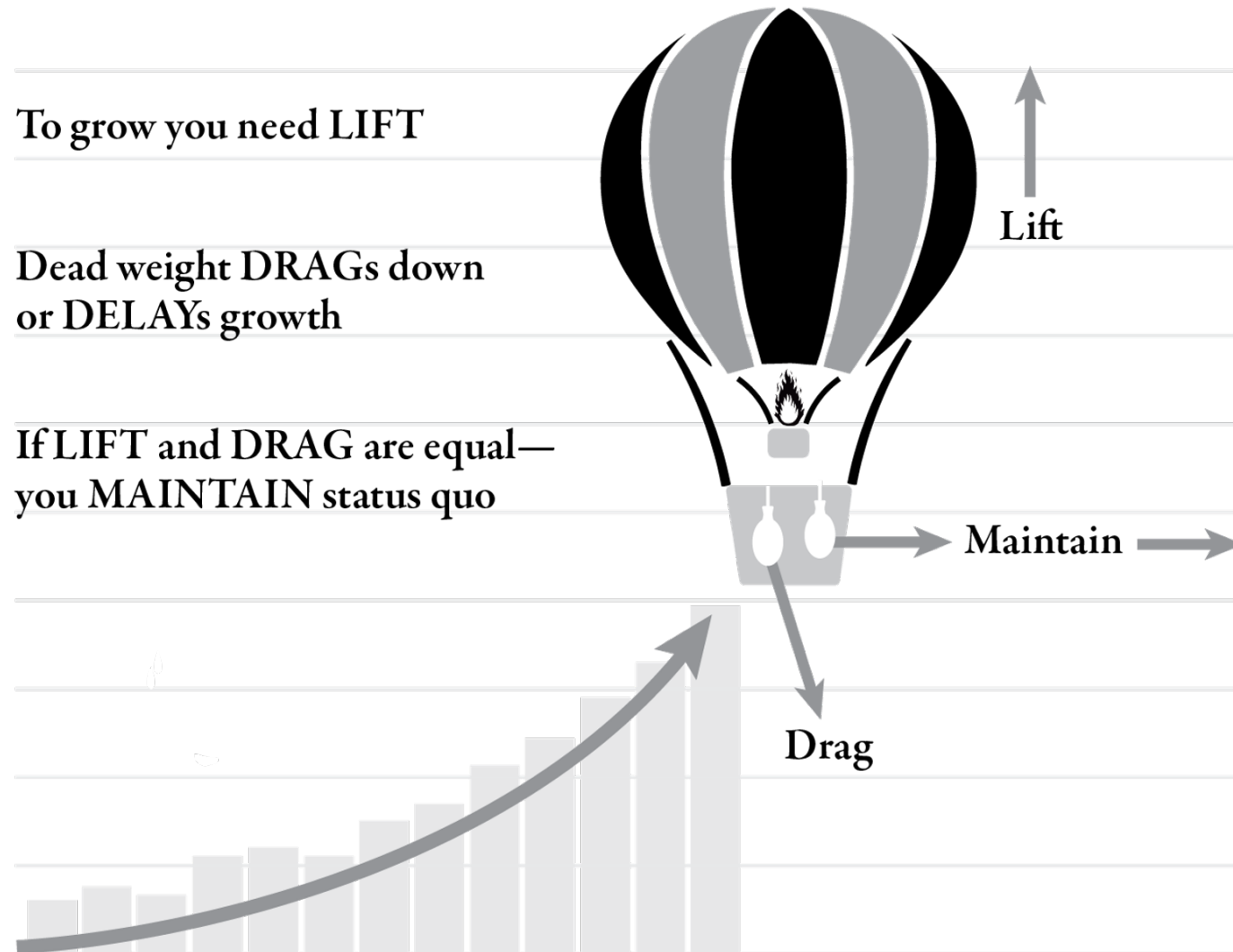
## 9. Directional Talent

# Universal People Context #1: Directional

To grow you need LIFT

Dead weight DRAGs down  
or DELAYs growth

If LIFT and DRAG are equal—  
you MAINTAIN status quo



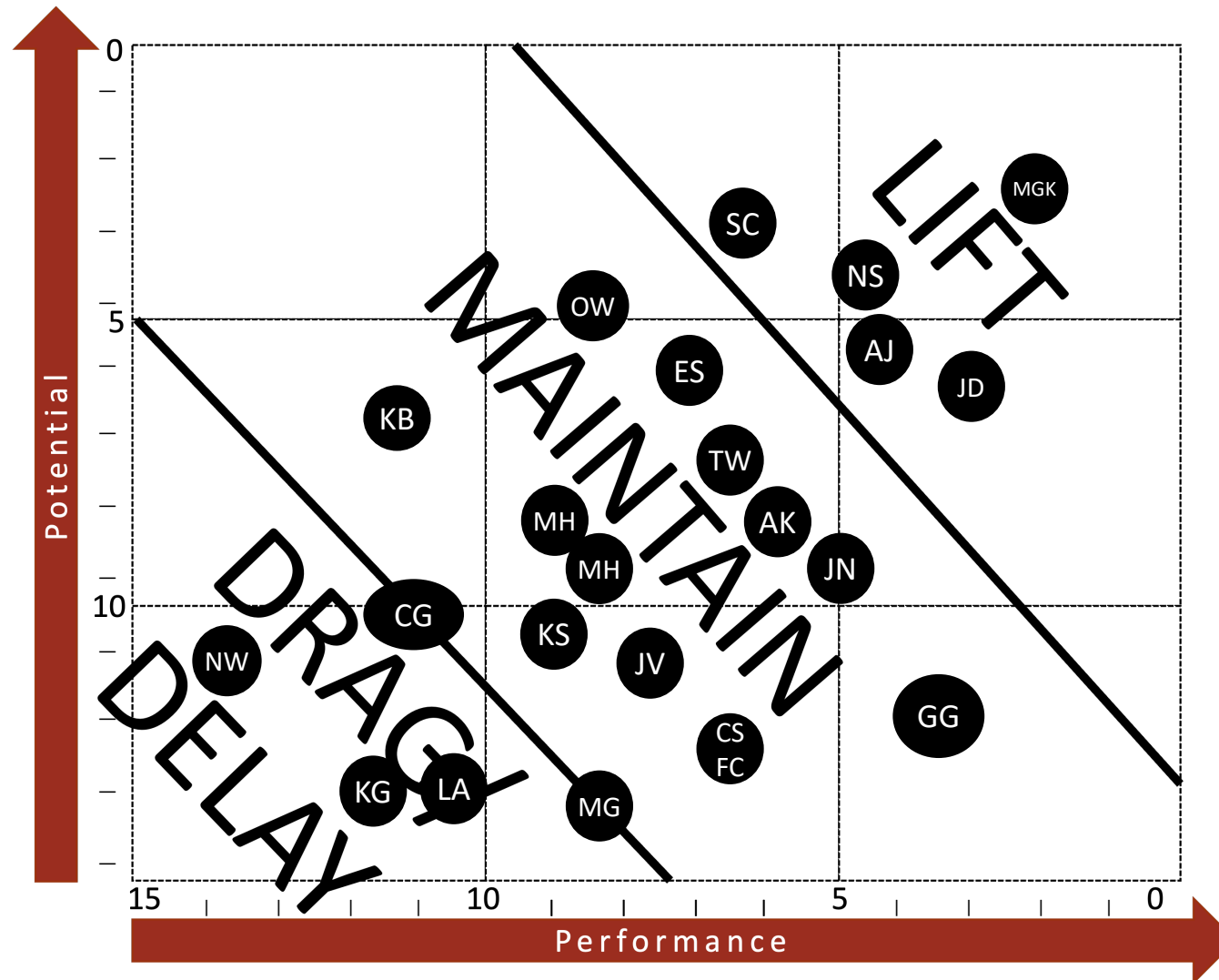
# Definition of Talent Categories

Lift	Maintain	Drag/Delay
<ul style="list-style-type: none"><li>• High skill &amp; competency levels.</li><li>• Independently advances efforts; takes initiative.</li><li>• Proactively strives to do more; be better; raise the bar.</li><li>• Regularly brings new ideas &amp; perspectives.</li><li>• Lift you up; build engagement, morale &amp; culture.</li><li>• Is ready for more.</li><li>• Holds others to higher standards/ results.</li></ul>	<ul style="list-style-type: none"><li>• Maintains current process/ initiatives with effectiveness &amp; efficiency.</li><li>• Follows direction; accepts delegations.</li><li>• Competent &amp; steady; “<i>moves the chains.</i>”</li><li>• Consistently delivers expectations in timely &amp; accurate manner.</li><li>• With training &amp; experience – could do more.</li><li>• With direction &amp; prompting, can embark on new efforts.</li></ul>	<ul style="list-style-type: none"><li>• Inconsistent; lacks reliability.</li><li>• In over his/her head; need too much support or oversight.</li><li>• Lacks courage – not independently doing the “right thing.”</li><li>• Might be good at the wrong thing; not up to date; lacks skills.</li><li>• Resistant to change; too comfortable with status quo.</li><li>• Quick to “settle;” doesn’t drive improvement.</li><li>• Slows efforts down.</li></ul>

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# Talent 9-Box: What can you expect?



# Reflection Points...

1. Think about your direct reports; label each as a Lifter, Maintainer, or Drag/Delayer. Remember, those who do what you ask well and quickly are Maintainers, not Lifters.
2. Does the ratio of your 'mix' explain the behavior you get and the style in which you lead?
3. How many of your Drag/Delayers are creating the performance gaps needing to be filled?
4. Do your Lifters (if you have any) contribute to growth or muscle results and fill gaps?

# 10. Identifying Talent who Fit..

# Universal People Context #2: Fit Factor

- This is more dynamic and complex but has a bigger impact.
- This determine the “right” seat on the bus (for people).
- While everyone is different, from a higher-altitude, we can bundle attributes into four CORE categories.
- The CORE helps you remove the mystery of why people behave as they do (and how they prefer to behave).

Here is the CORE...





# “C” is for Curious

**C** people are the curious and inquisitive members. They...

- enjoy learning, reading, thinking, and asking the “what-if...” questions.
- give you a different perspective or vantage point.
- help find an alternative idea/approach to consider.
- explore, learn, consider and evaluate. These are the true ‘life-long learners’ on your team.
- love to learn.

# “C” is for Curious

Phases of the journey where they are...

Most Helpful	Least Helpful
<ul style="list-style-type: none"><li>• Start-up</li><li>• Early Growth</li><li>• Jumping-the-S</li><li>• Pinnacle (they help to find options to extend and exploit the current path).</li><li>• Decline (they may introduce breakthrough thinking).</li></ul>	<ul style="list-style-type: none"><li>• Pinnacle (they don't always remain content with the established way of doing things).</li><li>• Mature Growth</li></ul>

# “O” is for Organized

The **O** people represent the organized, process-oriented, systematic, data-driven, and consistent. They...

- enjoy removing chaos and confusion.
- don't want to figure things out on the fly or fighting fires on a regular basis.
- provide consistency and predictability.
- often resent musclers and superheroes who do whatever it takes (but don't follow process).
- love to structure and control workflow.

# “O” is for Organized

Phases of the journey where they are...

Most Helpful	Least Helpful
<ul style="list-style-type: none"><li>• Early Growth to Mature Growth (that's where they are priceless).</li><li>• Pinnacle (to help achieve greater efficiency, effectiveness and/or profits)</li></ul>	<ul style="list-style-type: none"><li>• Start-up</li><li>• Early Growth</li><li>• Jumping-the-S</li><li>• Mid-Decline (may become more bureaucratic and stuck; they police the rules or may resist change).</li></ul>

# “R” is for Reticent

**R** people are often needed in small doses. These are your reluctant, resistant, restrained and skeptical contributors. They...

- enjoy minimizing risk, critiquing, and finding flaws or limitations.
- work hard to keep you out of trouble but can appear resistant to change while doing so.
- play on the ‘defensive’ side of the ball; provide the ‘measure twice, cut once’ mentality.
- aren’t always appreciated, but they will be needed at various points of your journey.

# “R” is for Reticent

Phases of the journey where they are...

Most Helpful	Least Helpful
<ul style="list-style-type: none"><li>• Whenever you have a make major decisions (Launch, Jumping-the-S).</li><li>• When you need a contrarian perspective.</li><li>• Pinnacle (when you may jump, and need a voice of caution).</li></ul>	<ul style="list-style-type: none"><li>• In Decline</li><li>• Too many Rs, at any phase, can be bad.</li></ul>

# “E” is for Enterprising

The **E** people are hands-on, flexible, adaptable, improvisers and superheroes. They...

- enjoy jumping in a trying things – they are the classic git-r-done employee.
- they want results even if it isn't pretty (or repeatable).
- shoot from the hip and fail fast.
- make for talented firefighters - they just figure it out.
- love to be free and unincumbered by “rules”, “structure”, or “regulations.”

# “E” is for Enterprising

Phases of the journey where they are...

Most Helpful	Least Helpful
<ul style="list-style-type: none"><li>• Early Growth is best.</li><li>• Digging out of Decline (they make things happen).</li><li>• Learning (agility, velocity, trial &amp; error, fail fast).</li><li>• Jumping-the-S.</li></ul>	<ul style="list-style-type: none"><li>• From Early Growth to Mature Growth.</li><li>• Pinnacle.</li><li>• Decline.</li></ul>



# The CORE impacts your leadership

- Instead of directing contributors, filling gaps, muscling results - you now match and deploy talent.
- The needs of the business, at your Location, clearly communicate the core attributes and drivers required to move forward.
- You aren't on the front line of the battle; you are in a position and mindset to facilitate Talent to fight the good fight.

To complete the CORE Survey,  
go to [Valutis.com/Core](https://Valutis.com/Core)

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# Reflection Points...

1. Talent-Driven Growth requires you to look at 'people' differently. What is the context you tend to use (and do you need to modify it)?
2. To what degree are you using your CORE in a deliberate and targeted manner? How can you do this better?
3. Are you willing to swap out 'people' for 'talent'? Where do you need to start?

# Closing Comments...

# YOUR JOB IS GROWTH!

It's a Journey....

**Today 15% -- Tomorrow 40% -- Eventually 60%**

# The three transformations to move from Random Results to Predictable Profits

- I. From Muscling Results to Facilitating Movement
- II. From Opportunity-Driven Growth to Talent-Driven Growth
- III. From a People-Focus to a Talent-Focus

# The ten tasks to accomplish to facilitate the transformations.

1. Elevate altitude and time to lead above the noise
2. Stop gap-filling
3. Start leading leaders (and not directing contributors)
4. Break the Muscle-Mindset
5. Minimize/manage the opportunity-driven growth model
6. Learn and apply the Talent-Driven Growth Model (S-Curves)
7. Utilize the Lifecycle of Movement to plan your agenda
8. Context is Critical – develop and use to move from People to Talent
9. Directional Talent: Establish a health ratio of Lift, Maintain, Drag/Delay.
10. Talent based on Fit: Establish and deploy your CORE



# How to Start Talent Driven Growth®

1. Introduce the concepts and ideas to your leadership staff (TDG Bootcamp).
  2. Determine where your business is today (The Locator Survey).
  3. List the needs of your business, leadership and people based on your current Location. Get these aligned and prioritized.
  4. Assess your people for indications of talent (Lift, Maintain, Drag/Delay and CORE)
  5. Determine your movement/growth agenda and launch!
- 
- Get a free free copy of my best-selling book (after this meeting).
  - Use the QR code on the bookmark to receive more resources for managing your people and this process.
  - The last 6 chapters give you a prescriptive path to formally launch Talent Driven Growth in your business!





# God's Speed on your Talent-Driven Growth® Journey!

To get a copy of these slides, use this QR Code:

