

Growing as a Servant Leader: Organisational Development

Would you benefit from spending 4 hours with a consultant with experience in helping over 500 organizations / 5,000 individuals grow toward their full ORGANISATIONAL potential? This session allows you a once in a life time opportunity: Learning how to use Bobb Biehl's most proven ORGANISATIONAL DEVELOPMENT tools; Listening to his actual experiences with some of the finest organizations of our generation; and being able to ask Bobb's perspective on your most pressing / perplexing ORGANISATIONAL questions. A session like this is one of the most effective ways you—a growing servant leader of any age or experience level—can GROW!

Bobb Biehl is an Executive Mentor. In 1976, Bobb founded Masterplanning Group International. He has consulted personally with over 500 clients. He has met one-to-one with over 5,000 executives and invested an estimated 5,000 hours in private sessions with some of the finest leaders of our generation. Based on thousands of hours of practical experience, he has originated 40 tools (books, tapes, notebooks) in the area of personal and organisational development. For over 31 years, Bobb was on the board of directors of Focus on the Family. He holds a bachelor's ('64) and a master's degree ('66) from Michigan State University. Bobb and his wife, Cheryl, have been married since 1964. They have two adult children, two grandchildren, and four great grandchildren. His website is www.bobbbiehl.com.

HEALTHY ORGANIZATION CHECKLIST

A “Driving Force” turns dreams into reality

1. DRIVING FORCE PERSON (*Biehl Circles*) (*Square one*)

- Is this organization the DF's personal dream? Passion? – *Chuck Swindoll*
- Is the DF's marriage solid?
- Is the DF in good health? (Long Term? -- Succession?)
- What does the driving force want or need? — *Gerald Oliver*
- Does the DF put the right weight on the right variables (*wisdom*)? — *Barney Visser*
- Is the DF fatigued, suffering grief?
- What are the DF's
 - Primary strength?
 - Primary weakness?
 - Primary growth area?
 - Primary blind side?
- Does the board (Owners) have trust in the DF and give appropriate freedom?

- Is the DF focused 60% on being the DF?
- Is the DF focused “IN” the firm or “ON” the firm? — *Michael Gerber*

2. DREAM (*Non-measurable / North Star / life energy*) ... *a crystal-clear sense of direction!*

NORTH STAR

- What are the 10 critical steps in turning the dream into reality?
- Team Focus Arrow
- What is the “Single Word Focus” of the firm?

Does the firm have a crystal-clear ... ORGANIZATIONAL CHART (*paid / unpaid*)

“Once the facts are clear the decisions jump out at you.”

-- Dr. Peter F. Drucker

3. PRIMARY RESULT? (*Measurable — nothing motivates like results*)

- Primary Result

4. CRITICAL HISTORY (*Reality?*)

- What are the firms 7 Vital Signs & 5 Critical Standards
- What % of profit are we expecting from each of 3 centers? — *Ken Willig*
- Are we dealing with a transferable model or a myth?
- What are the firm’s top 3 barriers at this point in its history?
- What are the land mines which could explode?
- What is our reality? (*From the DF’s intuition*)
- Realistically, what is our current capacity?

Context

- What are our 10 “Jeep Pieces”?

- What are our 10 most significant milestones to date?

Focus on your unique rocket and everything else responds

5. UNIQUE MARKET / MINISTRY POSITION *(What we do the very best?)*

- What is our single most profitable program – what is actually working?
- What brand(s) do we own?
- What are our firm’s 3 core competencies?
- What is our firm’s “Single Greatest Strength”?
- What market research, have we done, do we need to do? *(Informal and formal)*

6. ROCKET *(Launch vehicle that pulls everything else into “space”)*

- “Rocket” – silver bullet / on the hood of a Mack truck!
- What is our “Missionary”?
- Do we have high quality / distinctive Packaging?
- Are we riding a “Natural Wave”?
- Who / what is our “Super Star”?
- What is our greatest success to date?
- What are our top 3 ideas / options for the next year?
- What has been our single greatest “Unexpected Success”? – *Dr. Peter F. Drucker*

When your viability exceeds your ability, it destroys your credibility

7. STRATEGY / SYSTEMS (*Pipeline – Wisdom*)

Strategy

- Do we need a “Single-word paradigm shift”?
- Should we be thinking about forming a partnerships / strategic alliances?
- What phase are we in? – What is critical in our future timing?
- Can we “Start small and let it grow”? – *Dr. James C. Dobson*
- How are we taking advantage of the concept of “Supply and Demand”?
- Do we need a turn around? ... (*Hire one! – Fire one! – Stop something!*)
- How can we take advantage of the concept of “Value Pricing”? – *John McAuley*

Systems: (*e.g. Alaska Pipeline*)

- Accounting / tax
- Computer
- Legal
- Proprietary processes
- Re-engineering - cause
- Quality audit / 1-10 evaluation

Human Resources

- Getting the “Best” -- staff recruiting / screening process
- Career path discussion — succession plan
- Leadership development

85% of leadership is clear direction, the right team, and enough money.

8. DIRECTION *(What do we do Next? Why?)*

- Strategic Planning Arrow
- Team Focus Arrow
- Boulders grid
- What would be the ideal ... long term? – *Hybels*
- Focused priorities – results

9. ORGANIZATION

Who is responsible for what?

Who is responsible for whom?

Do we have the right people in the right positions?

- Driving force
- Creative money person
- Team builder
- Organizational chart
- Team evaluation (1–10 = R / Y / G) -- green core (6–25)
- Adequate support staff
- Maximize strength and make weakness irrelevant – *Dr. Peter F. Drucker*

10. CASH *(Income, Expense, Net)*

- Money pump (s)
- Controlling expenses
- Monitoring (graphs / charts)
- Reporting, overall evaluation, refinement systems in place

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