Tools for SMALL Businesses

Level 1 Question 5: Are our current key people also right for when we are twice as big?

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| **Title** | Functional Accountability and Key People Review |
| **Why** | To assure that you have the right people in the right seats.  When scaling, the demands on the key people on your team are ever increasing.  Make sure you have the right people onboard for the next level on your growth journey |
| **What** | The Key People Review does two things:   1. It map out wo are responsible for which function/process 2. It maps out if the current people in key positions also are the right ones for the future.   NOTE: This exercise can be very sensitive – be careful how you use the second part of it! |
| **How** | **Map Functional Accountability**   1. Name the person accountable for each function. 2. List Key Performance Indicators (KPIs) for each function. 3. Take your Profit and Loss (P/L), Balance Sheet (B/S), and Cash Flow accounting statements and assign a person to each line item, then derive appropriate Results/Outcomes for each function   Now Identify:   1. More than 1 Person in a Seat 2. Same person in more than 1 seat 3. Empty seats 4. Would you hire the same person today?  (this item can be eliminated if done in a group where some of these people are present)   **People review model**   * Review people against key Competencies and values. * If a person does not meet the standards for either competencies or values, you should consider finding a different role for that person |
| **Templates** | **Functional Accountability**   |  |  |  |  | | --- | --- | --- | --- | | **Function/Process** | **Accountable Person** | **Leading Indicators**  **(Key Performance Indicators)** | **Results/Outcomes (P/L or B/S Items)** | | Sales |  |  |  | | Marketing |  |  |  | | Production |  |  |  | | Supply chain |  |  |  | | Development |  |  |  | | Customer Support |  |  |  | | IT |  |  |  | | HR |  |  |  | | Finance |  |  |  | | .. |  |  |  | | … |  |  |  |   **People review model** |