

Tools for SMALL Businesses

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

Title	Functional Accountability and Key People Review
Why	<p>To assure that you have the right people in the right seats.</p> <p>When scaling, the demands on the key people on your team are ever increasing.</p> <p>Make sure you have the right people onboard for the next level on your growth journey</p>
What	<p>The Key People Review does two things:</p> <ol style="list-style-type: none"> 1. It map out who 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. <p>NOTE: This exercise can be very sensitive – be careful how you use the second part of it!</p>
How	<p>Map Functional Accountability</p> <ol style="list-style-type: none"> 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 <p>Now Identify:</p> <ol style="list-style-type: none"> 4. More than 1 Person in a Seat 5. Same person in more than 1 seat 6. Empty seats 7. Would you hire the same person today? (this item can be eliminated if done in a group where some of these people are present) <p>People review model</p> <ul style="list-style-type: none"> • 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	

