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**Donald Cooper** is respected by clients in over 40 industries as both a “thought leader” and a passionate visionary in the areas of marketing, service and business excellence.

Drawing from his real life experience as a world-class manufacturer, award-winning retailer and business speaker, he has helped thousands of businesses throughout the world to add more real value to their customers’ lives...and more dollars to their bottom lines.

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## **Is everyone in your business growing? If not, your business probably isn't growing either.**

Here are three valuable insights about business and personal growth...

- a) You can't grow your business without growing your people.
- b) If you grow your people, but don't grow your business, good people will get bored and leave.
- c) Employees who don't want to grow themselves will not help you grow your business. They're just not into growth of any kind. They're either "comfortably numb" or completely disengaged ...and they're holding you back.

During a 1-on-1 coaching session at a Landscape industry event in Ottawa last week, these very points came up. Fred, the landscape contractor that I was coaching, told me that he has two outstanding foremen and two equally great leadhands, who are now ready to take on more responsibility.

Fred is afraid that he'll lose the two leadhands if he doesn't promote them, but his foremen are so good that he wouldn't want to lose them either. Simply put, the problem here is that Fred has grown his people...but he hasn't grown the business to keep them challenged and to keep them from leaving.

I asked Fred 4 simple questions...

1. *"Is there more business out there that you could get, profitably, if you had one more crew in the field?"*
2. *"Are you currently making all the money you need or want to have the quality of life that you want for you and your family now...and the retirement that you want for later?"*
3. *"Are you spending as much time as you should, proactively marketing and managing the business...and do you have a list of things that you'd like to do, alone or with your family, that you just never seem to have time for?"*
4. *"Would, by any chance, one of your existing foremen have potential as a day-to-day manager and project organizer, while the other one is happiest out in the field supervising his crew?"*

Fred's answers were, *"Yes, there's more business out there...yes, I would like to make more money...yes, I would like to have more time to market and manage the business and to be with my family...and yes, you have described my two foremen perfectly."*

When we ask the right questions, the solution becomes clear. Here's what I recommended to Fred...

1. Create a third crew and promote one of the leadhands to be the foreman in charge of it.
2. Promote the other leadhand to be the foreman in charge of one of the other crews. Both of these positions get the new title of Crew Chief. The term "foreman" is old fashioned.
3. One of the two existing foremen becomes the overall Project Coordinator ensuring that all 3 teams are staffed and scheduled effectively, have the equipment and materials that they need and that they finish projects on time and on budget. This is work previously done by Fred himself.
4. The other foreman, who prefers to be in the field, is given the biggest, most challenging and most profitable installations to supervise and is given the title of Senior Crew Chief. Both former foremen are given equal pay increases along with their promotions and then subsequent pay increases will depend on their contribution to the company's profitability.
5. This now leaves more time for Fred to...
  - Go out and sell and design the 50% more business that his company now needs to keep all three teams busy.
  - Have more time for marketing, managing and family.

**Now, what does all of this mean to you and your business?**

First off, are you growing both your people and your business? You can't grow one without the other. If you grow your business but not your people, I guarantee you, it will end badly. If you grow your people and don't grow your business, the best ones will become frustrated and leave.

So, who in your business or department is ready for more responsibility? Who's ready to help you grow the business and the bottom line? Who can do some of what you're doing so that you can do more of what you should be doing? And, who will go and do that for your competitors, if you don't give them the chance? Something to think about.

**For more information** on how Donald Cooper can help you rethink, refocus and reinvent your business to create compelling customer value and long-term profitability, call us in Toronto, Canada at 1-(416) 252-3704 or email us at [sharen@donaldcooper.com](mailto:sharen@donaldcooper.com).