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MAKE YOURSELF USELESS

Build a team that delivers better results than you,
without you.

*“The growth and development of people is the
highest calling of leadership.”*

HARVEY S. FIRESTONE, founder of Firestone Tire & Rubber Company

Eight Steps to Mastery

1. Pick your date

Choose the exact date you plan to be completely useless to your business.

Action

Set a date that is relatively soon – no more than five years from now. A longer-term date won't inspire you to take meaningful action.

My Useless Date

My team will be so strong that I will be useless by:

2. Honestly evaluate the performance of each team member

Kevin's Performance Rating System

Here's a simple performance rating system to help you get clear on where you are today:

		PERFORMANCE	
		LOW	HIGH
CULTURE FIT	HIGH	B	A
	LOW	C	TOXIC A

Action

1. Rate each of your direct reports as an A, Potential A, Toxic A, B, or C.
2. List why for each one.

DIRECT REPORT	RATING	WHY	ACTION
1.			
2.			
3.			
4.			
5.			
6.			
7.			

What percentage of your direct reports are A-players?

Tip

My website is filled with extensive tools and exercises for evaluating your team.
Visit *Lawrenceandco.com*.

3. Live by the motto, 'You have to be an A to stay.'

Action

What action can you take for each of your A-players to make sure each one is challenged enough, but not too much? Fill in the A-Player Grid.

A-PLAYER GRID

A-PLAYER	ACTION
1.	
2.	
3.	
4.	
5.	

4. Help your B-Players become A-Players

Action

For each of your B's, identify an action that could help them evolve into an A-player.

B-PLAYER GRID

B-PLAYER	ACTION
1.	
2.	
3.	
4.	
5.	

5. Quit making excuses for your Toxic A's. And stop hoping they will quit

Action

Identify the action for each of your Toxic A's. This is the final warning or date you will terminate their employment.

TOXIC A GRID

TOXIC A	ACTION
1.	
2.	
3.	
4.	
5.	

6. Manage out the C's

Action

For each of your C's, list the action you can take. Either schedule a time to reiterate the company's culture, their role and what it will take for them to be a fit - or, if you've done this already, put the wheels in motion to set them free. Pick a date for their exit.

C-PLAYER GRID

C-PLAYER	ACTION
1.	
2.	
3.	
4.	
5.	

7. Fire compassionately

Kevin's Tips for Compassionate Firing

There is no perfect or painless method for firing someone, but some ways are better than others.

1. **Treat people fairly.** Give warnings along the way to clearly communicate they are not measuring up, and what needs to change. Document everything, and review what others have documented. Make sure everything is above board.
2. **Help people to move on with dignity.** Help them find a job where they have a better shot at being an A-player. Or at least point them in the right direction. In this way, you empower them to move up, not just move on.
3. **Let them lead the story.** You don't need to destroy someone's reputation simply because they aren't a fit for you. Let them craft the story of their departure. Give them the option of saying 'quit' or 'retired' versus 'fired' when possible.
4. **Treat long-time employees generously.** Yes, there are laws about minimum payouts, but pay more when it feels right. Consider rewarding longevity and past glory with more than is legally required.
5. **Move quickly for their sake and yours.** Waiting will only deplete your energy, and prevent forward motion. Odds are the individual in question knows something is amiss, and needs a catalyst for change.

8. Be ruthless about hiring

Four Fundamentals for Ruthless Hiring

1. Use a proven methodology like *Topgrading*, which is a rigorous system of interviewing. It provides a set of simple questions, and a detailed statistical job description, so it's easier to see who is – and isn't – an A-player.
2. Use a personality profiling system (like *DiSC*) to understand your candidates' natural strengths and working styles.
3. Conduct on-the-job assessments before you hire. Get your candidates to show you the work they can do.
4. Talk to past managers going as far back as you can - at least 15-20 years for experienced executives. You can quickly tell from the tone of the conversation if the person was an A, B or C at each organization.

Action

What three changes can you make to your hiring process to double your odds of finding A-players, and weeding out Toxic A's and C's?

1.
2.
3.

Gut Check

How good at you at building a team so strong there's not much you need to do?

On a scale of 0 (low) to 10 (high): _____

Simple Summary

To have any chance at greatness, leaders must have high-performing, low-maintenance teams.



About Coach Kevin

CEOs typically place their first call to Coach Kevin with a crisis to solve. They stay because of his business acumen and no-holds-barred, tell-it-like-it-is style.

Kevin's career spans 20 years and four continents. He's worked with hundreds of CEOs and executives, helping them to break through business challenges, grow their companies and find personal success along the way.

These experiences inspired Kevin's book, *Your Oxygen Mask First*, in which he reveals the 17 habits every leader must know to transcend the perils of success, and achieve even more.

Kevin is a Coach Emeritus with Gazelles—a rare distinction. He is a key contributor to *Scaling Up* (Mastering the Rockefeller Habits 2.0).

Based in Vancouver, Canada, Kevin can often be found tearing up the racetrack, or adventuring in the outdoors with his wife Angela, son Brayden and daughter Ashley.

About Lawrence & Co.

We don't do best practices. And we are not for the faint of heart.

We offer real, unvarnished insight and tools based on 20 years of actual business experience, working with some of the world's most successful high-growth companies.

We cut through fear, time-wasting and abstract theories to get our clients to sound strategies, strong balance sheets and optimal profitability.

We believe in ease and simplicity, because complexity is over-rated and inefficient.

If you want a phenomenal business and an amazing life, get in touch.

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