



THE PACESETTER WAY Leadership Team Insights

Brought to you this week by Rosanne B. St.Clair, Controller

Consider the Big Picture and Circle of Influence: You and your team rely on the success of all other teams within the organization and upon Pacesetter as a whole. Consider the impact, both upstream and downstream, of your communications and actions. Are they true? Are they fair? Do they foster teamwork and improvement? Do they benefit the organization?

“Increasing the Horizon”

Have you ever noticed how the director of a choir or the conductor of an orchestra gives direction to increase the tempo of the piece? Rather than making quicker more frantic motions which tend to decrease the horizon for “seeing it coming”, experienced conductors will make even broader motions to help the musicians speed up together.

The same can be true in a business. When the organization as a whole needs to pick up speed sometimes our first reaction is to make urgent, frantic motions that in reality give others less time to react and no time to prepare. This is the time that we have to make bigger motions in our direction to others and give more lead time to associates as to the actions needed to achieve goals and objectives. This effectively increases the horizon for associates to see the faster tempo coming and, with that direction, the ability to speed up their own reaction time.

You might assume that the sole responsibility for this kind of direction is that of the conductor (i.e. the CEO), but we have all made “frantic motions” when broader strokes were needed. Like the principal musician of each instrumental group in an orchestra, each of us can apply this principle to whatever part of the business process we influence.

“A Team of Teams”

Interdependency is a critical factor in whether we are successful in accomplishing company goals. We intuitively know and understand why we can’t work independently and still achieve a team goal; however, for an organization to achieve a goal, individual teams have to work in cooperation with each other as a larger team - what can be referred to as a Team of Teams.

Each day we have to somehow know how our activities impact first the other teams in the organization and second how we are impacting the overall goals of the organization. Small things can have a large impact as the consequences ripple downstream. Examples: A buy request not entered timely. A purchase made that was not included in the forecast. Anything done at the last minute usually qualifies as an example of this. Even worse, does it seem that everything is an exception or an emergency? All of these examples, as necessary as they can be, have the potential to subject us to errors and unintended consequences, for us and for our customers.

Another enemy of the larger organization is sub optimization. Maximizing the efficiency of your job or area can potentially create inefficiencies for other areas, and consequently for the company as a whole. We can only get better, and faster, if we as a company work to minimize the exceptions and each of us focus on being sure our piece of the puzzle fits easily and nicely into the bigger, well defined picture.

We can all appreciate the value of teamwork. Now we are challenged to take it to the next level and develop the skills needed for teams to communicate and work effectively with other teams and create solutions from a larger perspective.

Check back next week for more Leadership Team Insights and be sure to comment on our website about all you are doing to live out these fundamentals!

