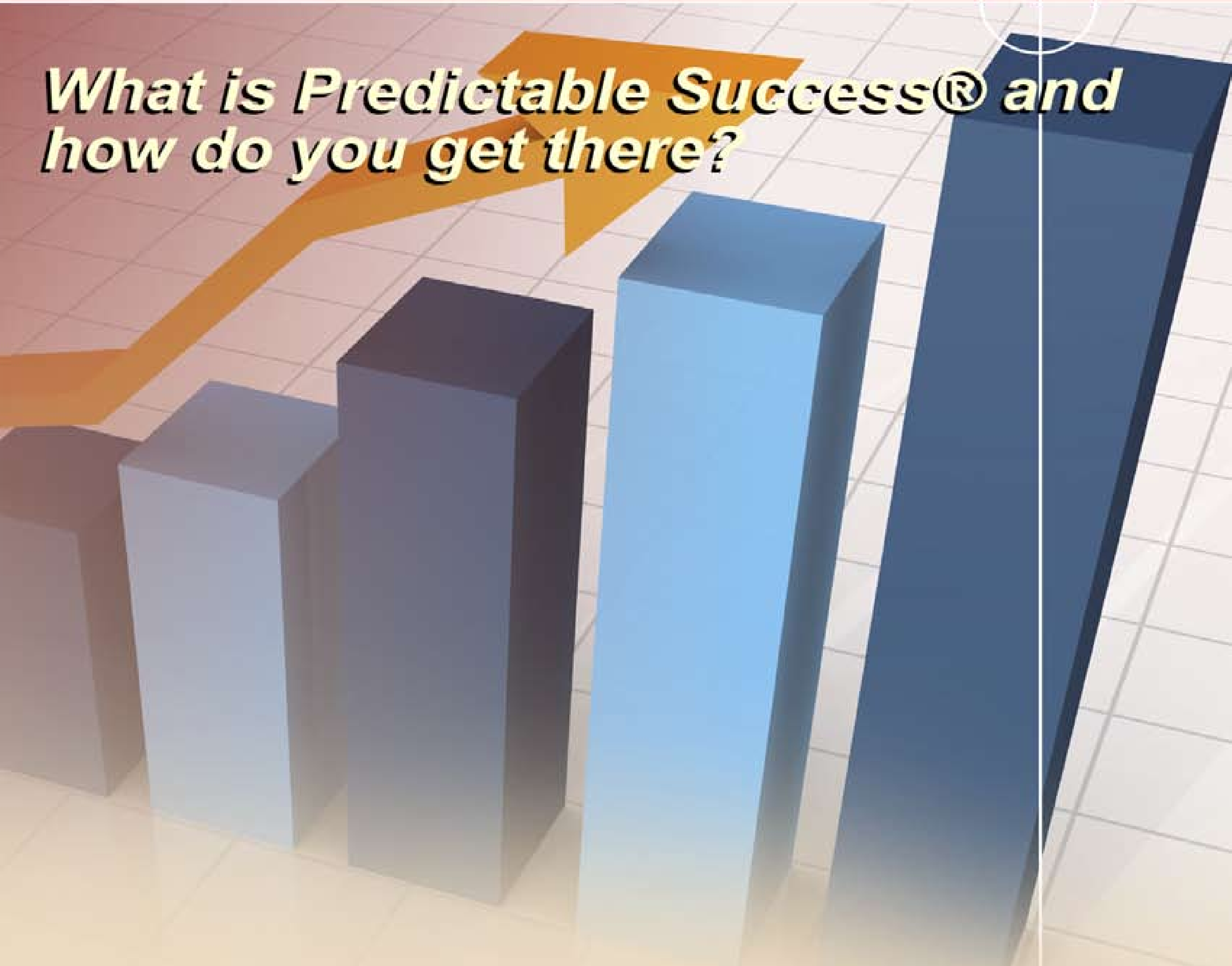
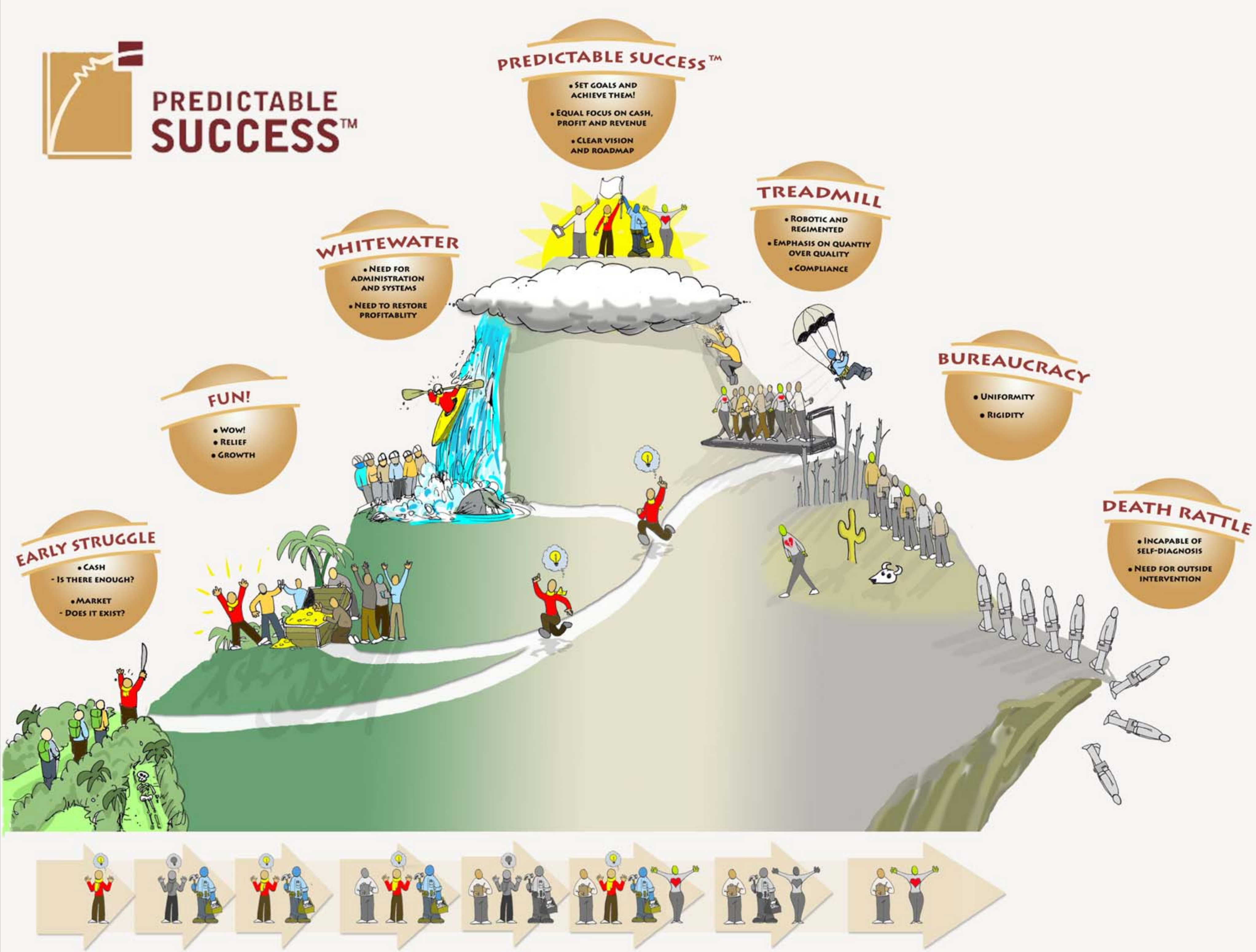
Predictable Success®: The Lifecycle of your Business

What is Predictable Success® and how do you get there?



PREDICTABLE SUCCESS®



PREDICTABLE SUCCESS™
EARLY STRUGGLE
• Cash - Is there enough?
• Market - Does it exist?
FUN!
• Wow!
• Relief
• Growth
WHITEWATER
• Need for administration and systems
• Need to restore profitablity
PREDICTABLE SUCCESS™
• Set goals and achieve them!
• Equal focus on cash, profit and revenue
• Clear vision and roadmap
TREADMILL
• Robotic and regimented
• Emphasis on quantity over quality
• Compliance
BUREAUCRACY
• Uniformity
• Rigidity
DEATH RATTLE
• Incapable of self-diagnosis
• Need for outside intervention

Introduction

If you've worked in a growing organization for any length of time, you'll know how difficult it is to trap success. What worked yesterday doesn't seem to work today. Will what works today work tomorrow?

It can be very hard to identify, trap and replicate the factors of success in rapidly growing organizations.

One of the reasons for this is that organizations are organisms that grow and develop over a period of time. The business that you worked in five years ago isn't the business you're working in today. It won't be the same business five years from now.

In order to trap success, to reach that stage that we call Predictable Success®, it's vitally important to be able to understand the stages in organizational growth and development.

Today, we're going to show you an outline of how businesses like yours grow and develop.

We're going to see some tips and techniques that will help you establish what stage in the corporate lifecycle your business is in. We're going to show you how to use that information and knowledge to piece together the types of activity that will trap success for your organization.

Notes:

It can be very hard to identify, trap and replicate the factors of success in rapidly growing organizations

The Lifecycle

The first key to understanding how businesses develop is to recognize that organizations are just like you and I. They're just like human beings. They have relatively predictable stages of growth.

Although every one of us is unique and individual, it's undoubtedly the case that we all go through the same stages of growth. There's infancy, young childhood, teenage years, young adulthood, prime and then for some of us, a period of decline.

Organizations go through very similar, predictable, standard phases of growth and development, even though they may be very different from each other.

You'll see in your workbook that we have trapped and portrayed the corporate lifecycle as an ark of growth and, for some organizations, decline.

Within those stages of growth, you'll see two different sorts of lines. There are straight lines that show pronounced growth during relatively untroubled times and dotted lines throughout the lifecycle, these jagged periods which are much more difficult times when organizations face threats to their very survival.

Although these may seem to be randomly spaced, they're not. All organizations go through these in sequence.

I want to take you step by step through these sequences so that you can learn where your organization is at the moment. What will become very obvious to you is that depending where you are in this lifecycle, certain activities you're going to engage in to help grow and develop the business and the people within the business may or may not work, depending on exactly where you are.

Let's take a moment to step through these various stages of development. I'm going to start right at the beginning.

Notes:

All organizations go through these stages in sequence

The Early Struggle

Most businesses begin with a very traumatic period of what I call "Early Struggle." It lasts about three years on average. It can be shorter or longer. This is the time where the founders are trying to get some sort of momentum to get the business up and going. They're trying to get traction.

Usually during that period, there are two key factors or two major concerns for the owners or founders. One is cash.

Is there enough money for us to get going? Is the money going to run out before we've got a viable business? Are we going to be able to keep paying our employees and keep buying our materials until we've got enough momentum?

For many new businesses, the second key factor is whether or not there is a market for the product. If you've got a brand name that you're working with, then the market is much more easily established than if you're starting off from scratch with a product or service that no one has ever heard about.

For most businesses, there's this early period of about three years where they're working through a struggle. It's a very dangerous time. A lot of businesses die at this very point.

If we look at IRS figures, we'll see that as many as two-thirds of all businesses don't make it out of Early Struggle. In fact, as a practicing CPA in a previous life, I can tell you that figure is much, much higher because very many businesses don't even get to the stage where they file with the IRS, therefore their statistics aren't even on record.

There's a high mortality rate during this period of Early Struggle.

Notes:

As many as two-thirds of all businesses don't make it out of Early Struggle

The good news is that if you're reading this, your business has gone beyond that stage. That in itself is a reason for celebration. It adds to the sense of what happens next, which is when a business emerges out of Early Struggle and has gained that momentum.

Notes:

Fun

The next stage is typically a period of very fast growth. This is a period that can go on for a considerable amount of time.

During this period, which we call Fun, the organization builds its myths and legends. The big dogs that develop the business very quickly grow in power and authority. The founders or owners strike new ground.

It's almost like the business can't help but sell its product or service and grow and develop. It's an enjoyable, fantastic time to work within a business. Many business owners would stay in this stage of development if they could. It feels like fun.

The key factor at this point is not cash or market. It tends to be top line sales. Sell, sell, sell. That's what Fun is all about. "Let's sell as much as we can to as many people as we can."

There doesn't tend to be a need to focus too much on profitability, because profitability almost automatically flows out of the fact that the business is quite small. Overhead is low and easily controlled. Money isn't being wasted. The business, if it makes a sale, can put a large percentage of that to the bottom line. Its focus is sell, sell, sell.

Unfortunately, within each of these stages are the seeds problems a little further down the line. During this period of Fun, a few seeds are sewn which will lead the organization into the next critical threat to its existence. That's the stage of development which I call Whitewater.

Notes:

Many business owners would stay in this stage of development if they could

Whitewater

This stage of development somewhat creeps up on a business.

As the organization goes through Fun, it sells more and more and it grows bigger and bigger. Over a period of time, it becomes more complex. It's not the simplistic business that it may have been when it only had 10 to 20 employees. You're getting to the point where you have 60, 80, 100 or 200 employees or maybe even more.

Suddenly you need processes and systems. You need ways of doing things. People's autonomy begins to be withdrawn. Employees are asked to play by a rulebook, which they never had to do before.

One day, the business owner, founder or senior manager wakes up and realizes that they have a whole other factor in play. It's not so much cash. They know they have a market. They're selling a lot. The issue is this: Are they making a profit?

Over time what has happened is that that low overhead base has grown and become more complex. Selling doesn't automatically mean profit anymore. Now we need to manage profitability. We can't presume it. We've got to make it happen. That means systems and quality control, none of which is natural to the business that's gone through Fun.

Micromanaging profitability becomes a whole new dynamic and begins to rock the boat. For the founder/owner, it can be a tremendous crisis of confidence.

This individual has taken the business through this Early Struggle and at this point thought, "My worries are over. I've solved the development issues of my company. It's going to remain forever." They've reaped years of Fun.

It's a time when that same individual begins to doubt his or her management skills and question his or her leadership skills. It can become almost a dark night of the

Notes:

Micromanaging profitability becomes a whole new dynamic and begins to rock the boat soul for a business owner who's waking up morning after morning wondering how to stop the boat from rocking.

Sometimes a business owner is so shaken by the experience of Whitewater that they will try to return to Fun. They'll try to go back to the glory days of yesteryear by simplifying the business, cutting its overhead base down and going back to the way they did things before.

Unfortunately this is not the route to growth, as you can see. In order to do this, we've actually got to reduce our top line. We've got to consolidate the business. We're concerned with growing our business and continuing to develop.

The good news here is that Whitewater doesn't need to be a cap on the growth of the business. It doesn't need to be a feeling against which you hit and then come back down to Fun. In fact, it's quite the opposite.

When I see an organization going through Whitewater, I know this means it's only a short distance away from the prime of its development. I call this stage Predictable Success®.

Notes:

Predictable Success®

Now we're at the apex of the lifecycle, where the organization is in its prime. If only the company can break through Whitewater, it can come into Predictable Success®. That's the stage in its development when the organization and the managers within it can set and achieve their results predictably.

Not withstanding major external events, the organization has trapped success and knows how to hit its budget quarter in, quarter out and year in, year out. To the owner, manager or senior management team, it may not fee like it, but hitting Whitewater is a sure sign that you're only some steps away from Predictable Success®.

We could continue to trace the decline of organizations down through this part of the lifecycle, but this is where organizations differ from you and me. With the state of technology as it currently is, we're all going to go down the decline slope at some point. There's no reason, however, why an organization cannot continue to cycle at Predictable Success® indefinitely, renew itself within that stage in the lifecycle and prevent a decline.

I want to concentrate in the next stage of our lesson on looking at what it is that takes organizations through these stages, then how you get through to Predictable Success® and stay there.

This is the point at which we have an equal emphasis on cash, sales and profit. They are co-equally important, co-equally managed and co-equally predictable.

Management Styles and the Corporate Lifecycle
In order to best understand how and why an organization goes through these stages of development, it's necessary to turn one's attention to the main management style that is used in each stage to grow the organization.

Whenever the business is first launched, the key management style, which is usually inherent in more

Notes:

If only the company can break through Whitewater, it can come into Predictable Success®

and more of the founders, is what we might call the entrepreneurial management style.

I want to give testimony to the outstanding work of Dr. Ichak Adizes, who was really the first person in his formative work on corporate lifecycles to identify these management styles we're about to look at.

As we work thorough this, you'll recognize that what we're talking about is essentially intuitive. It's something that you'll know inherently. We're really putting names on things that you'll have seen many, many times.

The Entrepreneur

At the outset, we have this highly entrepreneurial management style. It's like watching a rocket launch. There's a huge amount of energy, enthusiasm and passion. It's exactly what's needed to get the business through Early Struggle.

Pleading for cash from bankers and trying to get the business set up calls for a visionary approach. It calls for charisma. That's normally there in spades in the early stage of business development. However, the entrepreneurial mindset , left to itself, is not enough to get a business funded and to sustain it.

The entrepreneur is typically very visionary and looks very much to the long term. He's always looking at how to change the market and what's going to happen years in advance, and always trying to take that big picture.

The Producer

In order to actually establish and run a business, another management style has to work alongside this. Adizes coined the phrase "producer" for this management style. The producer management style is the individual that actually gets things done in growing the business.

There's a wonderfully (but possibly apocryphal) story told about how Jeff Bezos, the founder of Amazon, was on

Notes:

his knees with a coworker, wrapping books in his garage. They were shipping books by hand in those days. His coworker looked over at Jeff and said, “You know, we can’t really continue like this. This is not a very scalable way to do it.”

Bezos apparently looked at him and said, “You’re right. We’ll have to get some knee pads.” That wasn’t quite what the producer had in mind, but that’s a classic entrepreneurial response. What was needed were tables, chairs, packing materials and automation.

Getting a business through Fun and making all of those sales calls takes a managerial style that goes out and gets it done. An incredibly effective, more short-term, more task-oriented mindset is needed to work alongside the entrepreneur.

A classic combination of the entrepreneur and the producer can be seen in many mom-and-pop businesses. The local deli that makes wonderful sandwiches or the car shop that’s the only place you’d take your car are run by a mom and pop combo where often pop is the entrepreneur, thinking big and growing the business, and mom is the producer, making things happen, putting them together, glad handing the customers and looking after the money.

Often, a business going through Fun will do so led by an entrepreneur and producer working hand in hand. Sometimes it’s one person who’s able, in a schizoid manner, to perform both roles. Sometimes it’s a larger management team who cycle through these roles, one playing entrepreneur at one stage and another playing producer in another.

However it happens, the entrepreneur and producer management styles are dominant throughout Fun, with producers leading the way and implementing what the entrepreneurs are coming up with. The entrepreneur takes a little bit of a back step and then almost sets up

Notes:

The entrepreneur and producer management styles are dominant throughout Fun

what the producer has to do to develop the business through Fun.

The Administrator

As the business grows rapidly, over a period of time, the need emerges for systems, processes and policies. The business hits Whitewater. This is a time when a third management style is introduced into the mix. It's not that it was missing before, but at this point it becomes predominant. That management style is the administrator. That's the management style that attempts to put processes on top of what's been going on to date.

For a while in Whitewater, we have the entrepreneur and the producer taking a back seat to the administrator management style. That sometimes means that a CFO or an accountant is appointed. Maybe someone on the existing management team will take on that role.

One way or the other, during Whitewater there's a battle to introduce more straightforward and effective administration.

It's that introduction of the administrator management style that actually causes the boat to begin to rock. It causes the organization to shake and gives rise to the name Whitewater. The reason for this is pretty obvious once you see it.

If you think about the roles of the entrepreneur and producer to date, we're talking about an individual, the entrepreneur, who tends to think in the long-term. Visionary, looking forward, planning, strategic and global are the sort of words you would use to describe an entrepreneur.

The producer, on the other hand, tends to think much more short-term. Task oriented, output focused and thinks how could we get this done? Together, the entrepreneur

Notes:

and producer are hugely effective. They deliver the goods. That's how the business grew so fast.
What happens when we get to Whitewater is that there's a recognized need that it's not good enough to be effective on its own. At this point, it becomes very important for the business to start to be more efficient. Efficiency doesn't come naturally to the entrepreneur and producer.

During the early stages of growth, the entrepreneur and producer will often buy customer satisfaction. They're not used to penny pinching or micromanaging. Their motto is, "Get it done." If something needs to be done, we'll move heaven and earth to get it done. They're disrespectful of the resources required or what it does to destabilize the rest of the functioning of the organization.

When the business hits Whitewater, there's a correct belief that this can't continue because it's beginning to drain profitability. The administrator is brought in to bring efficiency to the organization. I speak as a former practicing CPA and a card-carrying administrator. Usually the administrators, though very efficient, tend to focus more on the short-term and on detail.

Interaction Between Management Styles

The entrepreneur and administrator show nothing in common at the extremes. The entrepreneur and producer share a desire to be effective. Together, they just want to get things done. There's no question in their mind that if they see a problem, they will fix it.

It's that sharing that enables them to work together. The producer and administrator share a focus on the short-term and on getting things done. They share a desire to get tasks completed.

While the producer and the administrator share and the producer and the entrepreneur share, the entrepreneur and the administrator are like oil and water. The

Notes:

When the business hits Whitewater, there's a correct belief that this can't continue because it's beginning to drain profitability

entrepreneur has a long-term macro managing, global, effective mindset. The administrator has a much more short-term, tactical, local, efficient mindset. When they clash, it causes the rocking that makes the organization begin to shake.

Let me give you some examples. The entrepreneur often has been the biggest equity owner in the business up to this point. He's used to running the organization whatever way he or she wants.

The entrepreneur will have meetings at the drop of a hat, without agendas, without affixed attendances and about topics that hyperlink from A to G, back to B and off to Q. The meetings will often result in little or no written results or action plans. But the entrepreneur will have felt he's just spent a very useful two hours talking about a wide range of topics.

The administrator, on the other hand, is completely bemused by this and doesn't understand what's going through the entrepreneur's mind. When the administrator has a meeting, it's planned well in advance. There's a long agenda, a group of invited people, a chairperson, a start, a finish and an action list.

The entrepreneur, if asked to come to the administrator's meeting, will sit there for the first few minutes and become increasingly frustrated. He will probably take hold of the agenda, take the meeting off in a totally different direction, drop some words of wisdom and find an excuse to leave. Behind, the administrator's meeting is left in shards.

That's just one example of the ways in which an administrator and an entrepreneur find it very difficult to work together, particularly where the entrepreneur has to step back and let systems, processes and policies come to the fore. It's an incredibly frustrating thing for a highly entrepreneurial owner/manager, even though he or she recognizes the need for it. The owner/manager wants freedom. That's why they started their own

Notes:

business. Bringing in administration begins to curtail the organization's freedom.

One of the things that one sees frequently is the entrepreneur insisting that the administrator begin to control the producers so they deliver more productivity. The producers have to start filling out their expense forms, coming to meetings and adhering to a dress code. The entrepreneur is insisting that the administrators manage the producers.

A classic producer who wants to get out and solve things doesn't want to be administered, go to meetings or fill out forms. Over time, the relationship between the administrator and the producer gets strained.

Although the producer will welcome the administrator at first because the producer sees an ally in helping to control the entrepreneur, that welcome gets very strained over a period of time. Usually by the time the business has gotten to this stage, the producer can be very tired and worn out.

The producers that have brought the growth up to this stage have often done so by becoming firefighters and by fixing things. By the time we get here, they're used to fixing things and firefighting a lot.

The difficulty is often that the entrepreneur is the arsonist. He has started many of the fires the producers have to put out. That's why the producers initially welcome the introduction of the administrator. They see it as a way of curtailing the entrepreneur.

Of course, the entrepreneur has no intention of being curtailed. "This is my sandbox and I'll play in it the way I want." The entrepreneur, while insisting that the administrator curtail the producer, is keeping himself or herself outside of and exempt from those policies and procedures. The focus of the administrator's activities begins to rest on the producer.

Notes:

Bringing in administration begins to curtail the organization's freedom

At this point, we reach a stage where we have tension between just about every axis here. The administrators and the entrepreneurs are fighting and the administrators and the producers are fighting. The only remaining mutually respectful relationship can sometimes be the producers and the entrepreneurs.

What can occur at this stage is the producers and the entrepreneurs, being the only part of this triad who continue to get along together, combine to squeeze the administrator out. This can be very painful to the growth of the organization. That brings the business back to Fun.

Whether it's the accounting, general admin, HR or other administrative function, expunging it from the predominant management styles, which sometimes means actually firing an individual, is a guaranteed way to bring the business back to Fun. All that's left then are the entrepreneur and producer who will manage the business like this.

At that point, the growth of the business stalls out. This is in essence the way in which the business does what we saw earlier, which is to retreat back into Fun.

What we want to do in order to get through to Predictable Success® is to find a way for the entrepreneurs, producers and administrators to work together. What's vital to get to and stay in Predictable Success® is that the organization retains all of these management styles and utilizes them co-equally.

In order to be successful, the business has to make decisions that are both effective and efficient in the short term and the long term. It needs all of these management roles to stay within the organization.

The only way to make sure that happens is for the fourth and most important management style to emerge in this

Notes:

lifecycle. That's the role that Adizes called the integrator. The secret is in the title.

At this point of Whitewater, it's crucially important that a member of the senior management team, preferably and usually the entrepreneur, step into the role of integrator. That's the person who's going to make sure that the administrators, producers and entrepreneurs work together.

How do they do that? By keeping a long-term view and saying, "This is not about any one of our individual agendas. This isn't about the administrator, the entrepreneur or the producer being right. This is about what's best for the organization as a whole." While sharing that long-term view with the entrepreneur, the integrator recognizes that in order to grow and develop, the organization does need to be efficient.

The role of the integrator is to become the spokesperson between each of these three management styles. He's the translator or the glue that holds them together.

Sometimes it can work to bring someone in from the outside to act as integrator. More often than not, getting into Predictable Success® will really call for the entrepreneur to transition their management style. Not to leave behind their entrepreneurial influence, but to add to it the ability to mentor and coach the rest of the major management team players.

To get to Predictable Success®, where the business is effective and efficient in both the short term and long term, we're talking about having a management team that together can demonstrate each of the entrepreneur, producer, administrator and integrator roles co-equally.

Notes:

More often than not, getting into Predictable Success® will really call for the entrepreneur to transition their management style

Where are You in the Corporate Lifecycle?

Let's review briefly.

Discuss where you think your organization is on the corporate lifecycle. Are you at Early Struggle, with the focus on just making the cash to pay the wages and establishing your marketplace with the predominant management style being solely entrepreneurial?

Are you at Fun, that great time when you can't help but make sales, where the entrepreneur and the producer together are building the myths and legends of the business?

Have you hit Whitewater yet, where introducing policies, processes and systems has begun to shake the stability of the organization?

Have you emerged through to Predictable Success®, where you've managed to stabilize, introduce and keep systems and processes in the business by integrating these management roles? Do you now have a co-equal focus on sales, profitability and cash?

You can see that simply recognizing where you are in the corporate lifecycle really helps you understand what works and what doesn't. What works for an organization in Fun doesn't work necessarily for an organization in Whitewater. What works during Whitewater doesn't work during Predictable Success®.

The other element that's very important in your understanding of how organizations grow and succeed is to know the importance of your own management style and what that will add to, or sometimes subtract from, the probability of success.

I'd like to give you a couple of tips to help you establish what your own management style is. Then, discuss with your colleagues what you think your style is and whether or not they agree.

Notes:

Recognizing where you are in the corporate lifecycle really helps you understand what works and what doesn't

One thing that is important to understand is that most of us are not just one thing. We're not just a producer with nothing else. Most of us have at least two, three or maybe a trace of all four of the management styles within us. We also have a default style that we tend to fall back on when we're under pressure.

For example, an effective salesperson may well be a big producer with some entrepreneur. If we have someone who's a big producer with anything else in their DNA code, that's what we would call a producer. Someone who only has producer and nothing else is not a producer per se. They're much more of a two-dimensional cartoon character, rather than a three-dimensional one.

An individual with nothing else in their code is really much more of a maverick. I hope you can see there's a difference between that and the true producer, who has other trace elements of the other management styles and can, therefore, interact with and at least try to understand where the other management styles are coming from.

There's a distinction between that genuine producer and the person who's just a maverick, who wants to be left alone and won't play with others.

Similarly, an administrator who has some other parts of the management styles in their DNA is what we want in the organization. This is an administrator.

If the individual has no trace elements of the other management styles, then we have got big problems. In essence, what we've got is a bureaucrat, and therein lies danger. The tension between the administrator/bureaucrat and the entrepreneur is going to be exemplified and heightened.

Similarly, an entrepreneur who has any other trace styles in his management DNA is what we would classically call the entrepreneur. This is not only an enormous advantage for the business, but it's essential.

Notes:

An individual who only has the entrepreneur in their DNA and can't speak to any of the other management style or get along with the others is what we've already referred to as the arsonist. That's someone who won't fit in with the rest of the management team, who keeps trying to dissemble and break up what the management team is trying to do.

I'd like you to take some time to decide where you think you are.

The entrepreneur is someone who naturally talks about "what we're going to do." They are the ones who come up with the ideas. "This is what we're going to do."

The administrator is the one who puts in place how we're going to do it, including the systems and processes that we need to put in place to make this scalable.

The producer is the one that wants to go do it. "Let me out. I want to go make this happen."

The integrator is often the one that helps decide who is best to do this. He helps out with why we would want to do it. He's the visionary that binds people together.

Notes:

Where are you in the corporate lifecycle?

Conclusion

Let's summarize what we've learned today about growing businesses.

The first and most important point is to recognize that every organization goes through these stages. Whenever it feels like the business' very existence is threatened, those are natural stages in the organization's development. Particularly when you hit that Whitewater stage, it's a wonderful sign that you're not far away from Predictable Success®, the stage where you can set and achieve your goals without difficulty.

Doing that requires two things of you. One is to acknowledge and agree as a team where your organization is in the lifecycle. Two is determining what you need to do to get to the next stage.

We saw that in order to get to the next stage, the most important thing is to ensure that the right mix of management styles is in place to bring the organization to that stage.

If you're in Fun, to get through Whitewater you've got to put that administrator style in place. You've got to spend some time compounding, consolidating and stabilizing the administrative function in the business. It may be a couple of years or it may be six months.

However, to get out of Whitewater, to get into Predictable Success® and to stay there, you need to add that fourth vitamin, the integrator role.

This usually, although not always, happens through the entrepreneur/owner/founder stepping up and saying, "I recognize I've got to add something to my management style that takes me out of the agenda-driven entrepreneurial role. I need to bring everyone together so that we make decisions that are effective and efficient in the short and long term."

Notes:

Every organization goes through these stages

The integrator role is a vital part of reaching Predictable Success®.

The second thing we saw was that it's very important for you to understand your own management style. This is not just so you can recognize where you best fit in, but so that you can see where you're most naturally going to rub up against your colleagues. It's where your management style may seem dysfunctional to others or you might think others are dysfunctional.

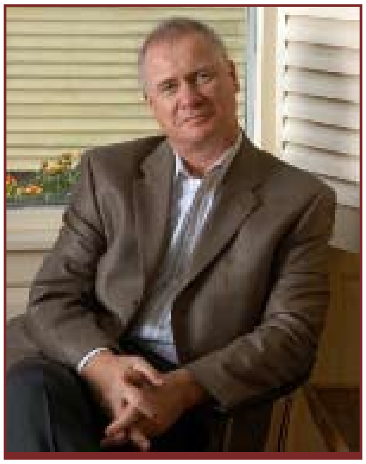
If you're an entrepreneur, it might help you understand why you often rile at the sense of tightness that interacting with administrators sometimes brings. Conversely, if you're an administrator, it might help you understand why sometimes dealing with entrepreneurs feels a little strange. If you're a producer, the difficulty you'll have is with the integrators and vice versa.

You know where your organization is in the lifecycle. You know what your own management style is. Your goal is to build a management team that has a producer, administrator, entrepreneur and integrator held in co-equal respect and operating jointly to keep the business in Predictable Success®.

Notes:

About Les McKeown

President and CEO of Predictable Success®



Les has over 25 years of global business experience, including starting 42 companies in his own right. Les was the founding partner of an incubation consulting company that launched hundreds of businesses with thousands of employees.

A native of Ireland, Les was awarded the Samuel Smyth Memorial Prize as a Chartered Accountant (CPA) in the UK and was, at that time, the youngest qualified Chartered Accountant in the UK. After a brief period with Price Waterhouse (now PwC), Les became Ireland's youngest ever accounting firm partner.

After a long career in advising individuals and organizations on growth and development, Les started his own training and development business, and when he sold his share in that practice to his business partner in 1998, it had grown to a 13-office, worldwide training and consulting business.

In 1999, Les relocated to the US, from where he writes, teaches and consults in high-performance organizational development.

Les' clients include Harvard University ; US Army ; Pella Corporation; Chiron Corporation; Microsoft; United Technologies Corporation [UTC]; UK Dept. of Enterprise, Trade & Investment; Overture Services, Inc. (a Yahoo! company); Canadian Defence Department; MI-SWACO; St Vincent Health ; Verisign; and many others.

Les McKeown is the author of:
Retaining Top Employees
The Complete Guide to Mentoring and Coaching
The Complete Guide to Orientation & Re-Orientation

PREDICTABLE SUCCESS™