### Play #33 Exercise: Using Courage to Make Tough Decisions

Using the information in this Play, do the following: Pretend you’re a business consultant working for the company you currently own. In your capacity as the company’s consultant:

* You have free access to all team members, and you report only to the president.
* You have been instructed that there are no “sacred cows,” (projects, products, or people) that are exempt from your scrutiny, including the performance of the president.
* You are to look for any Flaws or Fatal Flaws that the company should correct.
* You have no friends or associates at the company, and you’re being paid a huge hourly rate.
* No matter what you report, you’re going to get paid, and you don’t care if you offend anyone.
* Your job is to find problems and offer solutions.

**Consultant Checklist and Worksheet**

1. **Senior Management Team Flaws and Fatal Flaws Consultant Checklist**
* Are any Senior Team members deficient in their job performance?
* Is there a process in place to have regular coaching sessions for anyone thought to be deficient? Is this process being used as often as it should be?
* Have Senior Team members who are not performing at an acceptable level been coached and received a written statement for corrective actions?
* Does the Senior Team meet on a regular basis to discuss how the Gameplan is being executed?
* Are Senior Team meetings open and candid, allowing all Flaws to be discussed in a candid, factual, and unemotional atmosphere?
* Does each member of the Senior Team have the courage, discipline, and skills to deal with the corrective action that may be necessary because of a Flaw?
1. **Team Members Flaws and Fatal Flaws Consultant Checklist**
* Are any Team members deficient in their job performance and causing these flaws?
* Is there a process in place to have regular coaching sessions for anyone thought to be deficient? Is this process being used as often as it should be?
* Have Team members who are not performing at an acceptable level been coached and received a written statement for corrective actions?
1. **Products and Services Flaws and Fatal Flaws Consultant Checklist**
* Are the products and services the company offers superior, equal to, or inferior to the competition? Why? What corrective actions should be taken?
* Are there opportunities available to add products/services that would increase profits?
1. **Sales and Marketing Flaws and Fatal Flaws Consultant Checklist**
* Is a state-of-the-art Customer Relationship Management (CRM) system being used? Are all sales and marketing personnel proficient in its use?
* Are salespeople well trained in selling skills and product knowledge?
* Are there any sales personnel who aren’t working as hard or as smart as they could?
* Are regular sales training sessions being conducted?
1. **Operations and Organization Flaws and Fatal Flaws Consultant Checklist**
* Is the company operating with a high degree of Operational Excellence?
* Are organizational policies and procedures in place that are to be followed by all employees?
* Is every employee in the company well organized, both at their workstation and in the use of electronic tools?
* Have employees who are not well organized been coached and been given a written statement for corrective actions?
1. **Customer Service Flaws and Fatal Flaws Consultant Checklist**
* Is the company delivering World Class Customer Service?
* Has a survey of the company’s clients been taken to receive their evaluations on the company’s products, services, sales, operations, and customer service?
* Has the company empowered employees to do whatever is necessary to fix customer problems?
* Do the employees “Wow” the company’s clients with the best customer service they’ve ever experienced?
1. **Atmosphere Flaws and Fatal Flaws Consultant Checklist**
* Is the company living up to its Mission Statement?
* Is the stated company culture being adhered to?
* After completing all the evaluations above, provide your overall impressions. How does your consulting report read?
1. **Consulting Report Overall Impressions**
* Is management openly discussing and dealing with Flaws and Fatal Flaws?
* Are Flaws and/or Fatal Flaws being ignored and swept under the rug?
* Have you uncovered some Flaws and/or Fatal Flaws?
* Are there any personnel problems that have not been dealt with?
* Are there actions that need to be taken that involve coaching or even terminating some team members?
* Are there programs or products that aren’t profitable and should be eliminated?
* Are there opportunities for other products and services that should be investigated?
* Does the company need to put policies and procedures in place to coach people on leadership and organization?
* Does the company have a poor atmosphere or low team spirit? Is it delivering on its Mission Statement?