

# Thrive Just Don't Survive in 'Uncertain' Times

Lead-Manage Growth in a Dynamic and Competitive Sector



Types of Growth:

1. Organic: Produce
2. Strategic: Geo-Expansion
3. Partnership/Merger/Acquisition
4. Internal: Capacity, Process and Structure

## **4 questions answered (25 min. + Q&A)**

- 1. What does it take to grow and operate a successful hotel business?*
- 2. Why is that, no matter what they do, some hotels cannot get there?*
- 3. Why is that some hotels grow so successful fail to stay there?*
- 4. What can you do about it (Owner or GM)?*

## **3 Tools**

1. Informal Lifecycle Assessment - fast growth - pre-mature ageing - aged
2. Growth Strategy - grow - control growth - top competitor
3. Growth Structure - organise people and resources

# Company Lifecycle

Voted by Inc. Magazine (USA) #3 All Time

‘Best in Class’ Structure + Process for growth focused business



‘Growth by Natural Design’



‘Creates Certainty’



‘Adapts any company’

‘Return to Path of Prime’



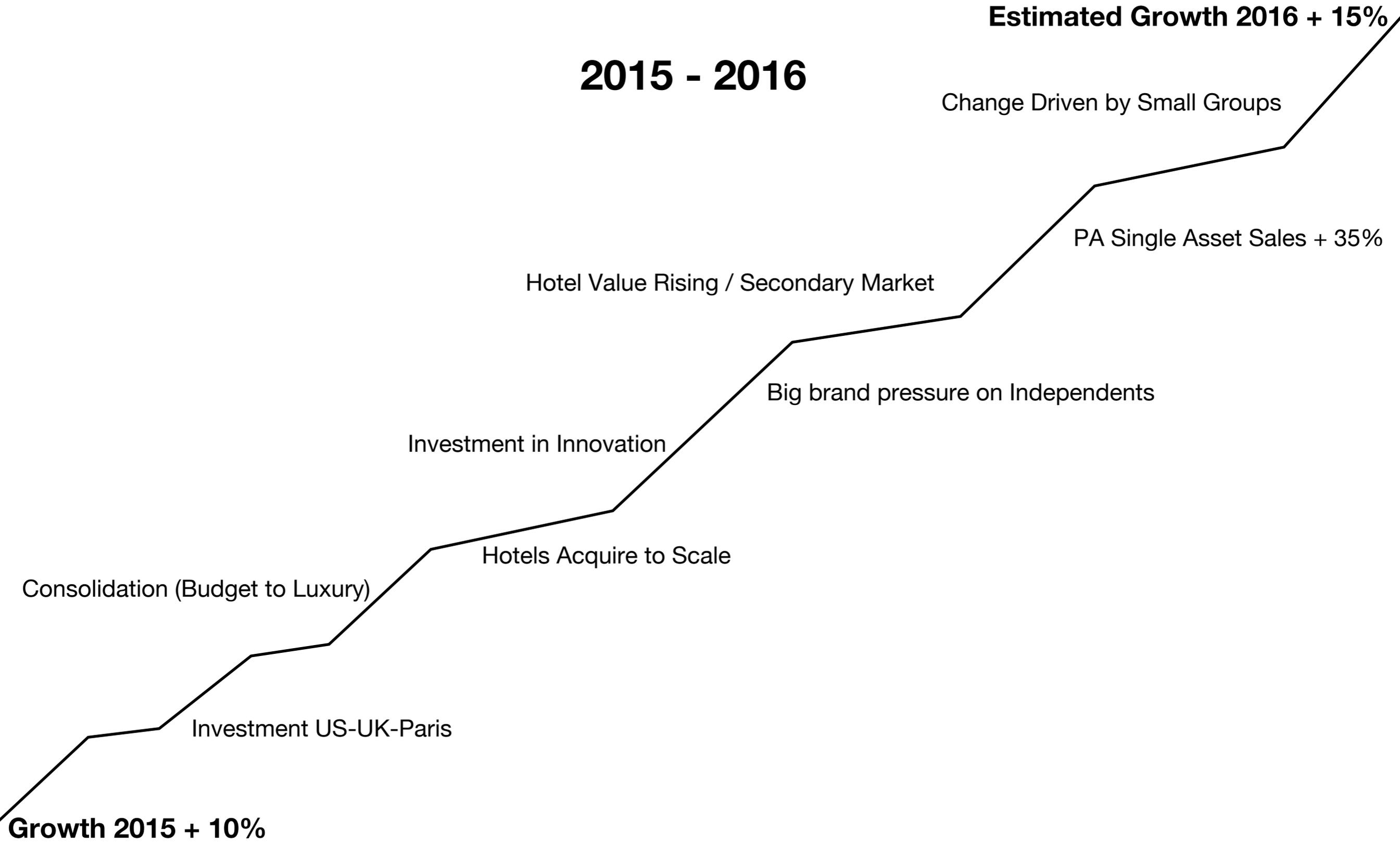
‘Intuitive’



# Hotel Sector - Snapshot



## 2015 - 2016



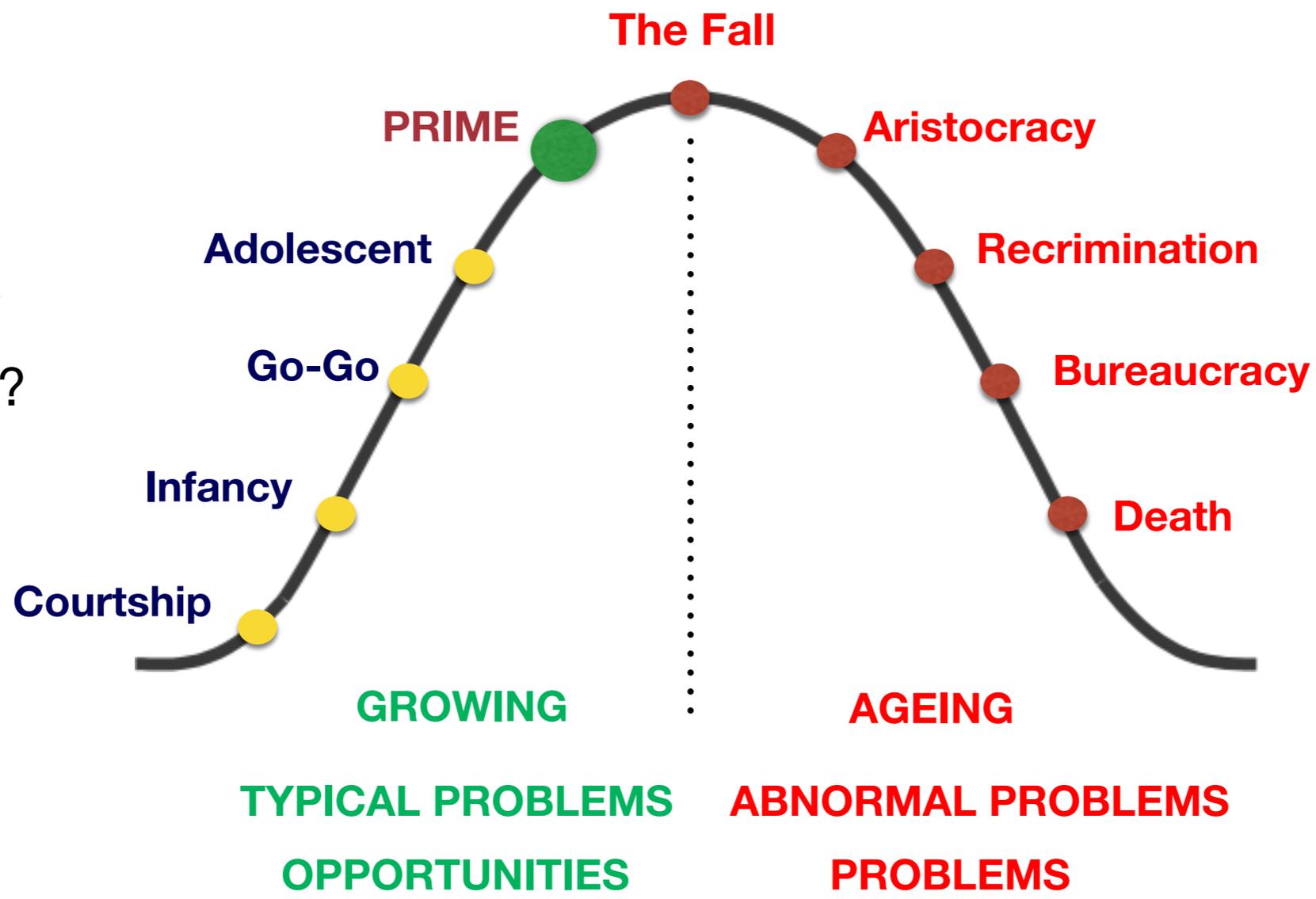
**Take 2 min to write down your company's**

- Problems
- Opportunities

# Lifecycle Stages and Problems

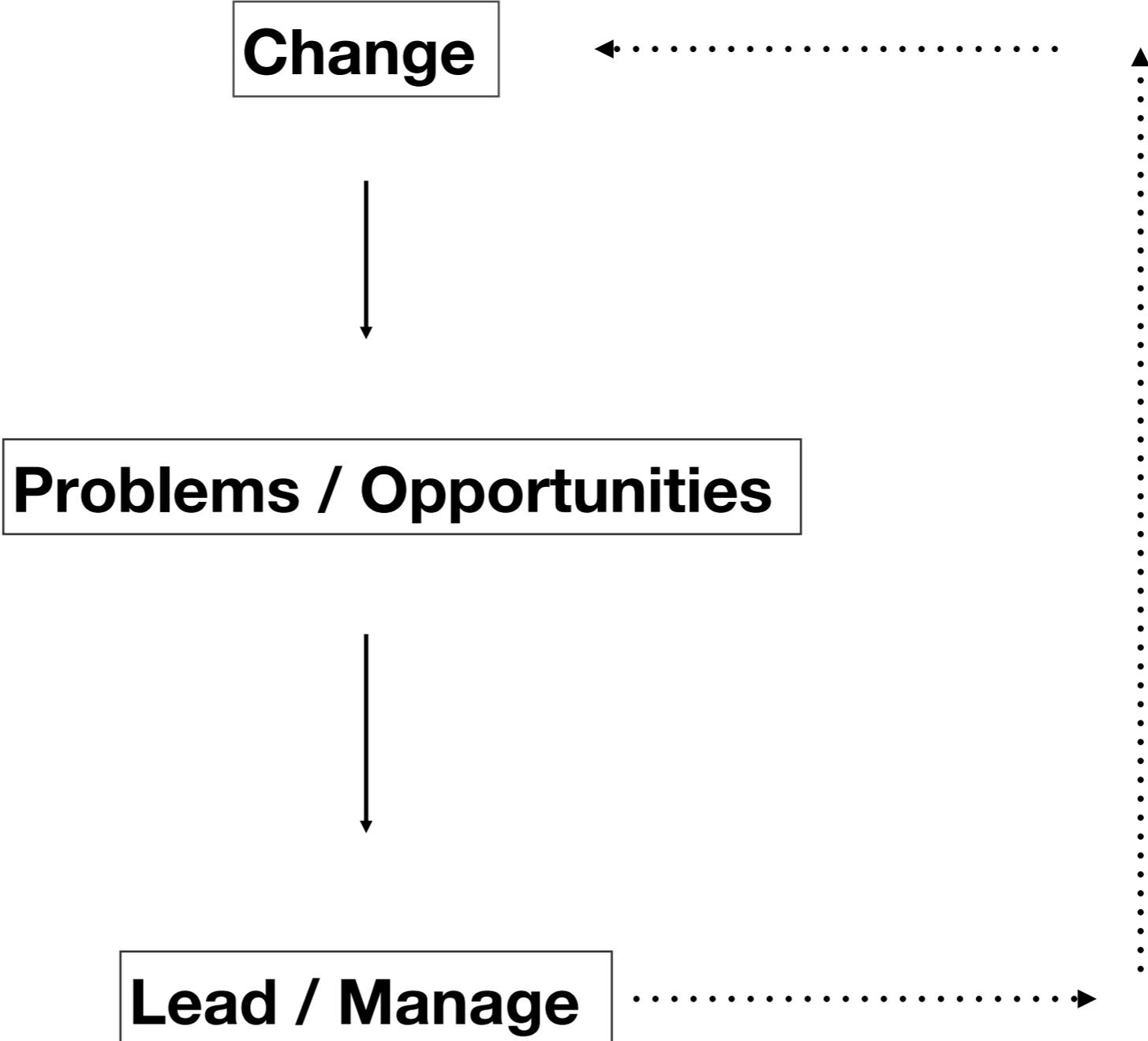
## Your Problems

- 1 Year old?
- 2 Years old?
- 3 Years old?
- 4 Years old?
- 5+ Years old?
- 10+ Years old?



Adizes: Corporate Lifecycles (Englewood Cliffs, NJ: Prentice Hall, 1988)

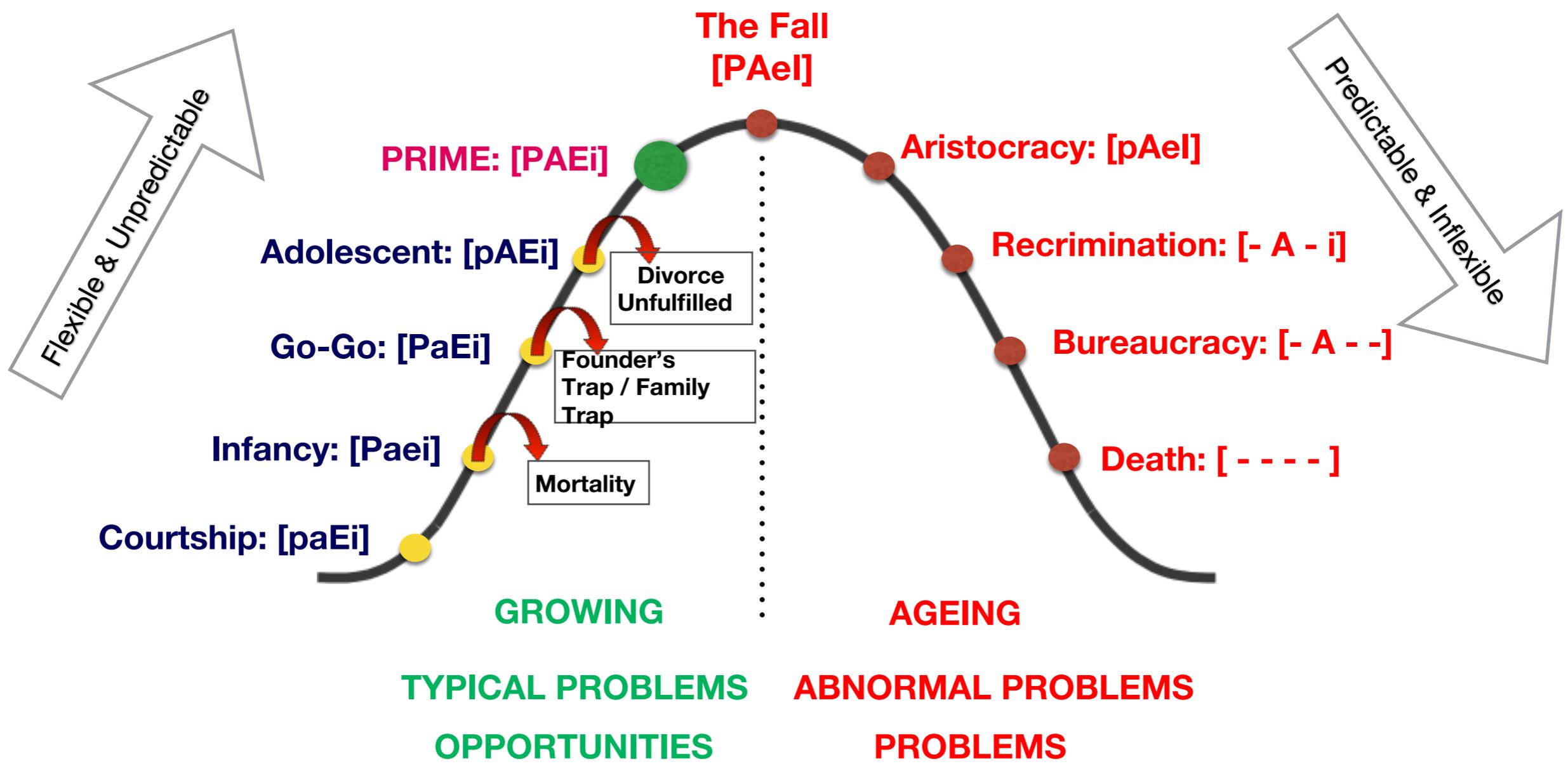
# Lead-Manage the 'Change Loop'



# Structure: Four Roles (Actions)

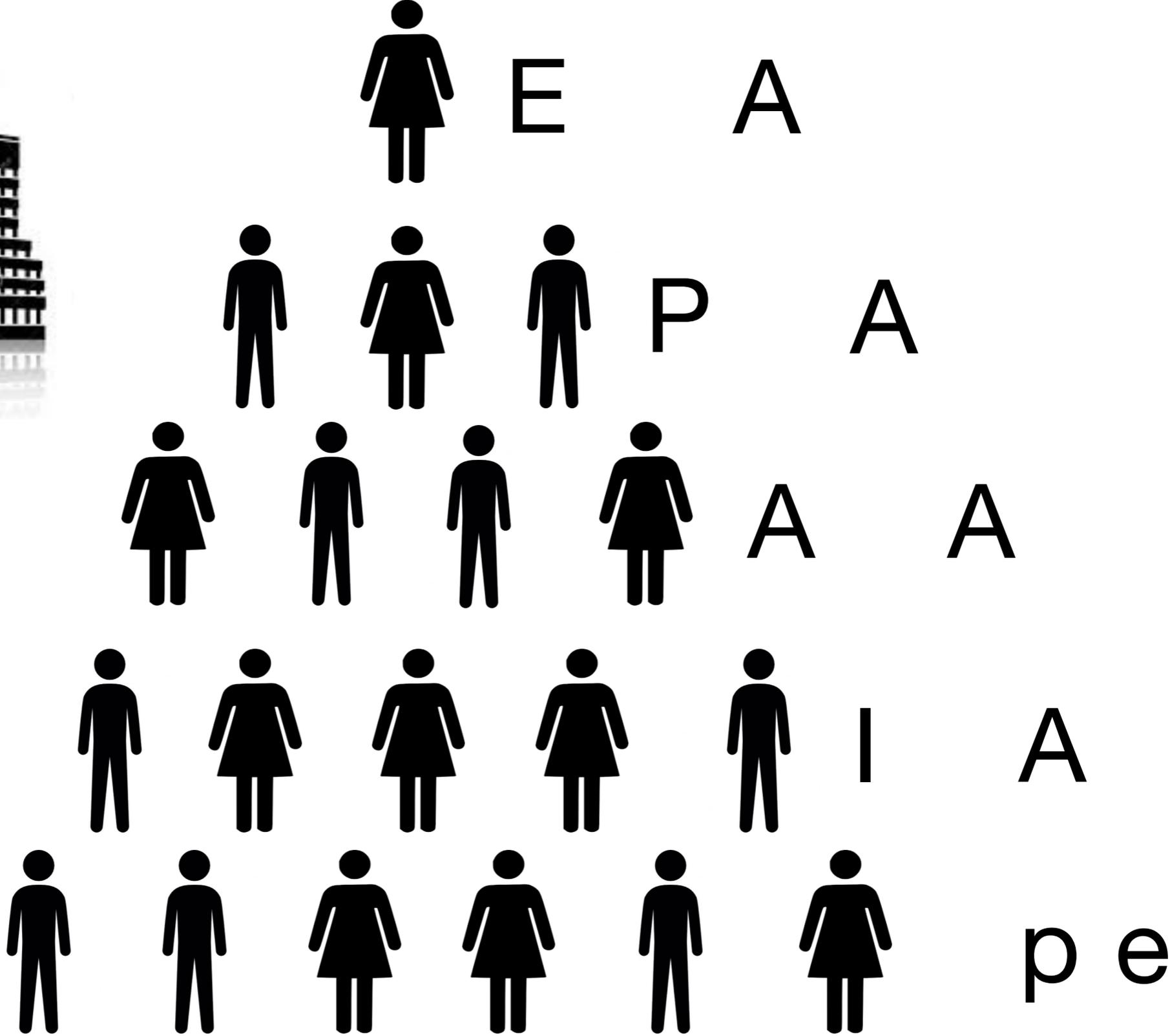
▶ <b>P</b> roducer	<b>Serve Customer Needs Produces Results</b>	Effective Short-Term	<i>What?</i>
▶ <b>A</b> dministrator	<b>Systems Order</b>	Efficient Long-Term	<i>How?</i>
▶ <b>E</b> ntrepreneur	<b>Strategy Creative</b>	Proactive Future	<i>Why (not)?</i>
▶ <b>I</b> ntegrator	<b>Human Factor</b>	Organic	<i>Who?</i>

# Structure: Four Roles and Growth Stages



Adizes: Corporate Lifecycles (Englewood Cliffs, NJ: Prentice Hall, 1988)

# Structure and Growth



- ▶ **P000** **Lone Ranger** *What do we need now?!*
- ▶ **0A00** **Bureaucrat** *How are you going to do it???*
- ▶ **00E0** **Arsonist** *Why not do it differently???*
- ▶ **000I** **Super Follower** *Who is gong to do this?*
- ▶ **0000** **Deadwood** *Absent or 'Retired'*

# The Attributes of High Performing Organisations

▶	<b>Serve Customer Needs Produces Results</b>	Effective
▶	<b>Systems Order</b>	Efficient
▶	<b>Strategy Creative</b>	Proactive
▶	<b>Human Factor</b>	Organic

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**PAEI = PRIME**

## 4 questions answered (50min)

1. What does it take to grow a successful business in the hotel sector?  
**-‘Best in Class’ Structure & Process + Lead-Manage Change Loop**
2. Why is that, no matter what they do, some hotels cannot get there?  
**-Solve Problems + Deliver Opportunities + Effective PAEI Stage**
3. Why is that some hotels grow so successful fail to stay there?  
**- Mis-manage people + process**
4. What can you do about it (Owner/GM)?

## 3 Tools

1. Informal Assessment - Download-List all problems + opportunities
2. Growth Strategy - Solve your problems i.e. Change Loop
3. Growth Structure - growth: **PaEi** | Control Fast Growth: **pAEi**

# Q & A

[jwg@dnaperformanceltd.com](mailto:jwg@dnaperformanceltd.com)