SCALING
teams

Hard truths about the soft skills
you'll need to scale your team

By Mel Rosenthal

ABOUT THE AUTHOR

Melissa Rosenthal (Mel) is a trusted coach and mentor to Founders, Executives and their teams in Australia and across the globe. As Founder and Director of South View Consulting, she has amassed over 3,500 coaching hours guiding the growth of ventures around the world.

Six years ago, Mel made the decision to focus her practice on clients intent on doing good in the world. Since that time, she has had the privilege to work with organizations including Who Gives A Crap, Keep Cup, Minor Figures, Walter and Eliza Hall Institute of Medical Research and the Peter MacCallum Cancer Centre, to name a few.

Mel believes in sharing knowledge generously, which is why she writes regularly and enjoys creating video content for her startup, www.Soundlii.com. She is also a proud ambassador for beinmotion.life, a project designed to bring unexpected encouragement and joy to those around us.

Mel lives in Melbourne with her partner Jo and her poorly behaved (and lucky for him, adorable) groodle named Augie.

Visit melissajrosenthal.com to read more about Mel's work.

THE HARD TRUTH ABOUT SOFT SKILLS

It has always seemed wrong to me that leaders are described as having "soft skills". Anyone who has lead a team, big or small, knows that leading well is hard. Very hard.

It requires focused effort, constant vigilance, a desire for perpetual growth, a liberal dose of humility and introspection and genuine care for those around you. It's a big ask - especially in the context of all the other demands on your time and attention.

For early stage founders building a (paying) community of super fans is likely to be your first priority. Along with managing your burn rate of course.

As success comes, it is likely that your team will need to grow — and grow quickly.

The skills required to build and evolve great teams are not developed overnight. They are not always intuitive. They take time to learn and refine. And the inevitable mistakes that are made in the learning can be costly in terms of time, money and momentum.

These soft skills are often labelled 'leadership' without a real understanding of how to use them to scale your team - which is why I'm excited to present you with the 5Ps of fast growth leadership, a practical guide to scaling your team.

Mel Rosenthal

THE 5Ps OF FAST GROWTH LEADERSHIP

This guide introduces you to the 5 Ps of fast growth leadership:

Purpose

Getting clear on why your company exists

People

Finding the right time and the right way to grow your team

Performance

Building a culture that cares about performance and people

Process

Adapting the way you collaborate to match your scale

Potential

Avoiding the traps that might prevent you from maximizing your team's extraordinary talent

PURPOSE

Getting clear on why your company exists

For some founders, a conversation about purpose is quick and easy because their company came into existence solely to solve a particular problem — then it's simply a question of finding the best way to articulate it.

For others, depending on the way the company began, it can be more challenging to uncover the true purpose.

Purpose is your magnet to attract investors, customers and team members. It is often the reason why people choose to join your team and the reason they choose to stay with you — even when things aren't going great.

When your team believes deeply in the reason behind your product or service, they'll forgive a whole range of imperfections in company policies, processes and conditions. That's great, but not an excuse to let those imperfections go unchecked indefinitely (more on that later).

Purpose forms the roots from which your company grows, enabling your team's values and behaviours to sprout. While purpose establishes why you exist, values and behaviours are how you do what you do — the culture that emerges to match your why. It tells people "how things work around here" and what it means to belong.

your purpose statement should answer the question "why do we exist?"

Articulating your purpose

If the connection between purpose, values and behaviours is not clear and consistent, this will show up as dissonance in the relationships you have with your team and your customers.

A great purpose is precise, aspirational, credible and perceived as important.

Precise in that it directly addresses the problem you're focused on solving. Kiva's purpose — "to expand financial access to help underserved communities thrive" provides an excellent example of a purpose that recognises the problem.

Aspirational in that it includes a big hope for the future, such as we see in SAP's purpose to "help the world run better and improve people's lives"

Credible so prospective customers and team members are convinced that you (rather than anyone else) will be able to make a contribution to solving the problem. Walmart, for example, exists to "save people money so they can live better" — which is believable because of its relative market power and scale.

Perceived as necessary enough to make all the hard work worth it. Change.org, for example, exists to be "the world's platform for change".

> **A great purpose is precise, aspirational, credible & perceived as important**

Team Engagement

Imagine I randomly called a member of your team and asked them a series of questions about your company's purpose; what do you think they would say?

- Would they be able to tell me about your purpose?
- Would they speak of it with pride?
- Would they update me on your progress towards your aspiration?
- Could they tell me how their role connects directly to the purpose?

How would your team answer these questions?

This last question is particularly important. On an emotional level, getting team members to engage with your purpose can be relatively easy. The more complex (and more significant) part is getting them to connect their day–day efforts with the realisation of that purpose. Genuine engagement will only be achieved when each team member is able to connect their work with your purpose.

There's a risk of inertia if a team member believes deeply in your purpose but dislikes their role

Beware of the scenario where team members are emotionally engaged with the company's purpose but not their role. You may end up with an unhappy or unproductive team who resist moving because of their personal connection to your purpose.

PEOPLE

Finding the right time to grow

The earliest efforts in a new venture are, naturally enough, focused on building great products that are adored by customers — and staying as lean as possible while doing it.

Assuming that you can build and sell those products, the time will come when you need more people to help you achieve your growth aspirations.

Hiring can be exciting, time-consuming and expensive, so it's important to think carefully about these five questions:

The "right" time to start hiring depends on your business model - what do you need to scale?

1. Why do you need more people *right now*?

When it comes to scaling up your team, it's worth thinking about exactly what problem you're trying to solve. Are you ready to do something that no one in your current team knows how to do? Or is everyone in the team just so busy that you don't have the capacity to get everything done? Or both? It might sound like stating the obvious but it's important to understand why you need more people so that you can find the right ones.

Planning your future team

2. What are your future people needs?

What do you think your team might need to look like over time? What skills and capabilities are you missing today? What do you think you might need tomorrow?

"People mapping" is the process for building a picture of the number of people with particular skill sets that you're likely to need 6 months from now, 12 months on, 2 years from now, etc. It also involves thinking about how your team will be organised — in other words, your structure.

It's called people mapping because it should map to your strategy.

It is almost impossible to accurately predict your people map for 2 years from now. Preparing a view today (however uncertain you might be) will help you to understand the sensitivities and trade-offs in deciding to add certain roles to your business.

For example, do you need a growth marketer? Another developer? Or is it more important to find someone who can re-design your clunky customer experience? For now, perhaps you've only got the budget for 1 extra person — but at least you can look at the relative risks and benefits of each role in relation to your strategy.

People mapping is building a picture of how the team will look over time

Finding what it means to fit

3. What does it mean to "fit" in your team?
I often hear founders describe fit as "we'll know it when we meet it", or "gut feeling". There's no doubt that instinct plays a role in knowing whether someone will fit into your team.

The problem with relying solely on your gut is that you are more likely to hire people "just like you".

When it comes to culture fit, "we'll know it when we see it" is the natural predator of diversity.

The key here is to articulate the set of core values that you want to guide decision-making within the team. Then you can look for people with diverse backgrounds, experiences, thinking styles and perspectives to help you bring those values to life through your work.

Remember that while diversity has immense value, it also requires careful attention. You'll want to establish agreed mechanisms for navigating different points of view and pay attention to the potential isolation that can result when new, different people join your team.

> **When it comes to fit, "we'll know it when we see it" is the natural predator of diversity.**

Setting everyone up for success

4. How will you integrate the new role(s) into the team?

Introducing a new role in your team, especially one that hasn't existed before, has significant consequences for both the successful candidate and the current team members.

Everyone needs to understand their role and how it connects to every other role in the team. This means clearly articulating clear responsibilities and outcomes for each team member.

One note of caution...as exciting as introducing a new role might be, it may also produce mixed emotions for existing team members.

While they may be relieved to have some workload lifted from their plate, they may also experience a sense of loss as they prepare to hand over responsibilities they care deeply about. There may be a sense of grief when they are no longer asked their opinion on particular issues or find that they don't have to attend specific meetings anymore.

A little empathy (and a good transition plan) go a long way in these circumstances.

Creating new roles may produce mixed emotions in your existing team

Looking after your people

5. How will you balance the outcomes and wellbeing of your team?

The magnetism of purpose-driven, fast growth can be strong and unrelenting for a highly motivated team. Significant discretionary effort (in other words, going way above and beyond) is typically the result.

On one hand, this is great because it accelerates progress towards your goals. On the other, it may result in members of your team ignoring other important elements in their lives such as health, family and friends — which ultimately will have a significant impact on their wellbeing.

Your actions could unintentionally risk the wellbeing of your team

As a leader, your words and actions will carry great weight with your team when it comes to wellbeing. The decisions you do make (the visible and invisible ones) will send messages to your team about what is OK (and not OK) for them to do.

If you tell them that vacation time = time to switch off devices — but then spend your vacation sending them Slack messages (it happens more than you realise!) then it is likely they will follow your lead and do the same on their break.

Before you ramp up your hiring plan, consider how your schedule and behaviours send wellbeing signals to your team.

PERFORMANCE

Performance + People

I've noticed that some entrepreneurs describe the idea of building a performance culture as "dirty". It seems that they picture it as "results at any cost" which to them feels in direct opposition to the people-centred culture they are striving to create.

Let me be clear — results at all cost is not what I'm talking about when I use the term performance culture.

Performance culture is one where, at all levels, company team and individual, everyone is crystal clear about what it means to succeed.

It's a culture where each person is driven to achieve the shared view of success and is held accountable for realising it.

Let's dig a little deeper....Michael Watkins, in his HBR article <u>What is Organisational Culture? And Why Should We Care?</u> talks about culture as an organisation's immune system, designed to protect it from risk.

By that definition, performance must form an integral part of the culture — because its absence presents like a virus attacking the immune system which ultimately results in the death of the company.

Performance culture is not about results at any cost

Building a performance culture

What does a performance culture look like?
While elite sport has limitations as a performance metaphor, there is no doubt it provides some useful signposts for establishing the structural and procedural elements of achieving success:

- the **Goal** or definition of success is clear — win a gold medal or a championship
- **Expectations** are set through training schedules, diet and nutrition requirements, recommendations for intensity patterns and rest
- **Under-performance** may result in exclusion from the competition
- Anything less than full **Commitment** opens the door for others to receive opportunities

All of these elements are necessary for the creation and reinforcement of a performance culture — but they're not all you need.

Building a performance culture is complex

Building a performance culture

Performance cultures also tend to exhibit:

Efficient collaboration & decision-making — it's important that everyone in the team knows who to involve, when to involve them, and what they're asking for.

Establishing clear guideposts for collaboration and decision-making can be extremely challenging as the team grows and moves at pace - but it is *critical* for a successful performance culture

Transparent communication flows — small teams are often characterised by organic communication — it just happens. Either because people are sitting right next to each and tend to hear everything that's going on. Or because everyone is involved in every decision.

As the team grows and roles become more defined, the need to share information proactively and purposefully increases significantly - including making sure it flow upwards as well as downwards.

A sense of safety - when team members feel safe to say what they think, they are more engaged, they protect the company from risk and progress tends to accelerate. Conversely, when they don't feel safe they tend to hold back vital information.

Decision-making and collaboration can become very confusing if not handled with care and intent

Evaluating your performance culture

How can you determine whether you've got a performance culture with people at the heart?

Here are 4 questions to guide your evaluations:

1. How do you define your role as a leader?
Leadership is creating the conditions to enable the success of your people - and, as a result, your company. In that sense, thinking about a performance culture means starting with you as the leader.

What are you doing to create the context within which your people can perform at their best? Have you talked to them about what they need? What might be getting in their way? What do they need you to do differently to help them? Ask these questions early and often.

2. What happens when a mistake is made?
While frustrating and costly, mistakes present great learning opportunities. What happens in your team when a mistake is made? Finger-pointing and blame? Or responsibility and focus on resolution and prevention?

In a true performance culture, your team will feel safe to identify and admit errors and will take accountability for capturing the learnings and resolving the issue.

Start by defining your role as a leader (not just a founder or expert)

Evaluating your performance culture

3. Do the team hold each other accountable?

I've observed many teams over the years who describe themselves as having a performance culture and they seem to fall into one of two categories.

The first is where the leader "polices" performance and holds each member accountable.

The second, and far preferable version, is where the team all feel the sense of responsibility and hold themselves accountable for behaviour, effort and performance.

It probably goes without saying that, without a significant level of trust within the team, this second version is unlikely to work.

Ideally your team members will hold each other accountable for performance

Evaluating your performance culture

4. What happens to underperformers in your team?

Sometimes, even after the most careful recruitment process, you select someone for a role that isn't a good fit. No matter what is done to lift performance, it's not enough. It could be a skill or a motivation issue, or both. It doesn't make them a bad person or team member. It just makes them the wrong fit for their current role.

What you decide to do about this problem (and how you do it) is a strong indicator of the role performance plays in your culture. There will likely come a time where hard decisions need to be made. But where do you draw the line? And how do you do it?

I recommend starting with your **values** — have you shown the level of fairness, respect and openness that align with your values? Have you considered your part in the problem? Have you done everything you can to resolve this?

Then move to **risk** — what happens if you do nothing? What impact is it having on everyone? What impact is it having on your results? How long can you afford to let this continue?

Once you've decided, it's back to values to figure out how best to implement your decision.

Align your approach to under-performance with your values

PROCESS

Scaling your processes

When thinking about scaling their business most founders start with Operations. Questions like "how will we make enough of the product to meet demand?" and "how will we get it to our customers?" No doubt, these are important questions – but they are not the only questions worth asking.

It's also important to ask "how do we need to work together to achieve scale?"

Founder passion and decisiveness in the early stages of a company is fundamental to it's success. As the company scales, hanging on to decisions is likely to create blockages and slow progress. Letting go and trusting your team to make decisions is fundamental to the scalability and sustainability of your company.

There is a tendency for the evolution of collaboration, delegation and decision making to lag behind the growth of the team. Onboarding of new team members tends to focus on "how things get done around here".

Introducing new people (which changes the roles of existing team members) creates the need to adapt the way things are done. Ignoring this risks inefficiency and friction amongst the team as old ways of working no longer support the required speed, scale and complexity of decisions making.

> **Your job as a leader is to remove blockages and enable your people to move at speed**

Avoid 'collaboration lag'

So how can you avoid 'collaboration lag' as your team scales?

Here are 5 of the most critical considerations.

1. Demonstrate trust

Trust in your team is the basis for sustainable growth. It is the most powerful enabler of speed and efficiency. At the same time, it can be the most elusive.

The key is to identify what it really means for you to trust someone's judgement — and explain it to your team.

This means getting specific about what you need to see and/or hear from each of them in order to trust them (hint: be prepared to find that you're already getting everything you need).

It also means giving verbal feedback as they demonstrate (or don't) what you've been asking for. And rewarding them when they do by giving them more opportunities to demonstrate what they're capable of. Just watch, the benefits will multiply over time.

Explain what it will take for you to trust each member of your team

Avoid 'collaboration lag'

2. Keep listening

One of the pitfalls in fast-growing teams is that at some point, information stops flowing upwards. As a sense of hierarchy emerges, people tend to stop speaking openly to leaders.

At the same time, some leaders, as they focus less on the day-day and more on the longer-term future, stop listening.

Listen carefully to content & process

Listening carefully creates opportunities to hear when and where friction is occurring in the team. The earlier you know about it, the sooner you'll be able to help the team identify and address the root cause of the problem.

Even if you still consider yourself to be a good listener, I encourage you to consider what you're listening for. Often we get caught up in the machinations of the content and miss some of the process-related issues — in this case, it's important to listen for both.

It can be tempting to only listen for "what's missing". This has the potential to damage trust if your team members feel like you only see "mistakes". Don't forget to recognise the excellent work that has been done, as well as find ways to identify what else might be needed.

Recognise what's present as well as what's absent

Avoid 'collaboration lag'

3. Decide about deciding

It's important that everyone understands who is empowered to make decisions. Without that clarity, team members end up confused, and progress slows significantly as they try to figure it out.

But who should be making the decisions? And how should they be making them?

Management literature since the 1990s has advocated decentralising decision-making. In other words, pushing decisions down to the lowest possible level while balancing risk exposure.

The trick here is to understand the different types of decisions you're likely to have to make, agree on what you need to consider when making them and then assign accountability to the most appropriate people. In other words, delegate.

To help with this the team at First Round have done a good job of summarizing decision making frameworks for founders in their article: The 6 decision-making frameworks that help startup leaders make tough calls.

Remember to revisit your decision-making norms as new members join. Revising job descriptions and redesigning org charts is helpful— but don't forget to consider how it works in practice.

Delegate decisions to their lowest level - but don't forget to manage risk

Avoid 'collaboration lag'

4. Assign collaboration characters

While understanding your decision-makers is critical, let's not forget that in cross-functional efforts, you also need clarity around all the other roles in the team.

When roles are unclear, you tend to find large numbers of people attending meetings without understanding the purpose of the meeting or why they are there. Should they play the role of subject matter expert? Are they there to represent your customers? To be the creative ideas person? Or to play the 'black hat'? Can they stop the project from progressing if they disagree with its direction?

All of these 'characters' play an important role – as long as the roles are clear and assigned to the people with the right skills to execute them.

Frameworks such as RACI and RAPID can be helpful in assigning and explaining the roles you need on any piece of work. I do recommend exercising caution with these tools. They can end up blocking progress if the team over- relies on them. You'll know this is happening if you hear statements like "we can't move ahead until the RACI is done".

Ensure all team members understand the role you need them to play

Avoid 'collaboration lag'

5. Recruit experience

For those with a growth mindset, doing things for the first time has an alluring magnetism. In fact, it's why many people gravitate to the startup world in the first place.

There comes a time in a company's growth when they face a decision that goes something like "should we hire someone who has done this before or do we give one of our people a chance to do it?".

consider the trade-off between learning and speed

Many considerations factor into that decision — like risk, opportunity cost, and team retention to name a few — and there is no easy answer.

As the need to collaborate cross-functionally at scale increases, so does the benefit of hiring someone who has 'been there, done that'. The key is to find someone who can help design a way of working that is fit for the size and complexity of the team. Someone who can recognise when it's not working and knows what to do to fix it. Someone who can teach other members of the team too.

Remember that the new ways of working they are likely to introduce may cause discomfort for existing team members. Likewise, your new, experienced person may feel frustrated if progress is not as fast as they would like.

POTENTIAL

Are you underutilizing your team's potential?

Recently I reached out to some of my favourite leaders around the world. I chose the participants, not for their impressive titles or significant leadership remit (although some of them definitely tick those boxes) but rather, because they are leaders I've had the chance to observe and admire for their values and commitment to their teams.

I asked them all one question...

"What is the first word that comes to mind when you think about the potential in your team?"

Many of the responses I received were full of future-focused optimism — works like 'hope', 'possibility', 'unlimited', 'promise', 'dreams' and 'excited'.

Some focused on appreciation with words including 'extraordinary', 'strongest assets', 'confidence', 'authorities' and 'headspace'.

One focused on action with 'grow/nurture'.

The unifying factor in all of the responses was the recognition that human potential enables the creation of future value for the individuals and for the team.

Potential = future value for individuals & teams

Are you underutilizing your team's potential?

As the founder and/or leader of a fast-growth team, there's no doubt that, while the team's value is recognised, curating a growth trajectory for each member competes for your attention with a multitude of urgent and important issues. Sometimes, no matter how much you care, your people lose.

That loss is unlikely to cause an immediate problem, but when someone has been in their role for a while, typically their proficiency and capability increase — so does the likelihood that they will begin looking for new challenges. That's hardly surprising given you probably recruited them (in part) for their growth mindset.

Wouldn't you rather those new challenges came from within your company? After all, you have invested in getting them this far.

Think about your team. How would you answer these questions?

- How well are you creating opportunities for your team members to uncover their full potential in their contribution to your company's success?
- What potential exists in your team today that you are not accessing?

Perhaps it's time to consider whether you're at risk of underutilizing your team's potential.

When people leave, unrealized value can be left on the table

5 traps that prevent leaders from optimizing potential

1. Suffering from nearsightedness

When the opportunity to do something new is allocated within a team, one of the most common frustrations I hear from team members is...

"don't they realise I've actually done that before? It's like they've forgotten I had a life before I came here. I've told them about it but I guess they weren't listening."

To them, it feels like you're nearsighted and can only recognise the work they've done most recently, when in fact they may have some very relevant experience to bring to your current problem.

This is frustrating when they haven't had an opportunity to share information about their experience with you and even more so when they feel like they've shared stories of this applicable experience with you and it seems that you've forgotten.

Your team may have relevant skills you don't even know about

5 traps that prevent leaders from optimizing potential

2. Assuming an external hire is the best option

Fast growth is often characterised by a series of firsts — entering new markets, launching new products, introducing new systems, and choosing new suppliers and partners.

Each time you're faced with one of these firsts, you have a choice - to give the opportunity to an existing team member or hire someone new to take it on.

When existing capacity is fully utilised (i.e. your people are busy) many leaders have a tendency to automatically assume they need to hire someone new to lead the latest "first" — without first considering who, in their current team, might be willing and able to take it on.

Often that's because it feels harder to shuffle the deck chairs than to add another chair — but it's important to consider the impact on morale if all the fresh, exciting opportunities as handed to new people when others feel like they have worked hard to earn their stripes

External hiring has it's advantages - but it always impacts your existing team

5 traps that prevent leaders from optimizing potential

3. Playing favourites

Conversely, there is a trap in always giving (or appearing to always give) the same "talent" or "hi-potentials" in your team the opportunity to do the new and interesting things.

The appearance of playing favourites runs the risk of disenfranchising some of your most loyal team members if they start to believe that, no matter what they achieve or how hard they work, they won't be given any of those opportunities.

There is also another version of playing favourites that I have seen cause significant damage in otherwise healthy teams. It's what I like to call the 'HOLA syndrome' — the Hero Of Last Arrival.

This tends to happen when someone new (and fabulous) joins the team and has some significant early wins. The leader, so excited by these wins (and their hiring choice) turns the new person into a hero, putting them on a pedestal and praising them endlessly, which when overdone, risks both the successful integration of the new person into the team and the sense of value felt by existing team members.

Playing favourites risks unhealthy rivalries forming in your team

5 traps that prevent leaders from optimizing potential

4. Adopting a "one size fits all" approach

As teams scale and roles change, offering learning opportunities becomes more important to guide the development of team members. From the creation of these offerings, the L&D role often emerges with the specific remit of curating a learning program.

Sometimes these programs feel 'out of the box' rather than tailored to individual needs. They also end up being based on levels of authority or seniority in a team. For example, because you're a Director you get access to option A and because you're a VP you get access to option B. The larger the team the more likely this will occur as efficiency and relativity become major concerns.

I'm not saying it's a bad idea to consider, efficiency, consistency and transparency when designing your L&D offerings — it's commercially necessary and fair. The caution here is that if done without also retaining focus on each individual's goals, preferences and needs, it could be a waste of time and effort.

"One size fits all" doesn't fit anyone perfectly

5 traps that prevent leaders from optimizing potential

5. Relying on a counteroffer

I wish I had a dollar for every time someone has told me how it took resigning (with a strong new offer in hand) before they felt like their current leader recognised their potential.

At that point, making a counteroffer in the hope of retaining your team member says to them...

"oops, sorry, it took someone else recognising your value for me to realise I needed to do more for you."

Given that they're prepared to resign, you'll probably have to offer something momentous to change their mind.

The risk in relying on the counteroffer is that you won't be able to change their mind and you will lose some amazing talent. Or, you will change their mind but the trust in your relationship is significantly impaired as a result.

There is also some risk associated with the precedent this sets for the rest of the team.

Don't wait for a resignation to show someone you value them

4 tips for making the most of your team's potential

1. Lead with your values

This might sound obvious but I can't tell you how many times I've been told by a leader that fairness is an important value to them — only to watch them give opportunities to the same people over and over again, leaving others wondering what they need to do to be given a chance. That inconsistency reduces engagement and undermines trust in the team.

Align your values & your actions

The key here is to be open and transparent about how your team can expect the company values (whatever they might be) to show up in your decision making — and then demonstrate those values through your actions.

2. Learn and capture your team's history

Take time to really get to know your team's history. Understand what they've done before and the skills they've acquired. Find a way to record this somewhere in the company, in a searchable way, so that when you're looking for particular skills or experiences the information will be easily accessible.

4 tips for making the most of your team's potential

3. Consider history when scoping new roles

You've gone to the trouble of learning and capturing the historical information — so don't forget to use it.

As you're considering adding new roles to the team and thinking carefully about the skills you need, take the time to review what you already have. You might find that the role you create looks different than you first thought because you can leverage capabilities within the team.

One note of caution here — this is not about adding more responsibilities to your already busy team members. Rather it is thinking creatively about how you might reconfigure multiple roles to make the most of the potential you have at hand.

capture value from the past where you can

4 tips for making the most of your team's potential

4. Co-create futures

Schedule time to ask questions about the hopes and dreams of each of your team members. What would they like to try next? What would they like to learn? What can you do to help them achieve those things?

Revisit these conversations, either when significant milestones are approaching or on a regular (e.g. annual) basis.

Find a structure for the conversation that will help both you and your team members prepare and make the most of the time.

While each person owns their own future, as their leader, your support and actions can make an enormous difference in helping them achieve their potential.

Invest time in talking about the future

I hope you found this guide helpful.

Scaling a team, especially for the first time, is incredibly exciting. It usually means you've hit some critical growth milestones and you need more talent to help your venture realise it's potential.

It can also feel distracting and time consuming – but the return on investment in finding the right people and setting them up for success pays off everytime. Trust me!

If you need help as you scale your team reach out anytime.

Cheers

Mel Rosenthal

 www.melissajrosenthal.com

 melissa@southview.com.au

 +61 401 322 363

 Melissa Rosenthal