

Workshop 18 – distributing work in a growing business



Scottish Enterprise

Green Heat Accelerator

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LIMITING
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Tackling growing pains – areas for discussion



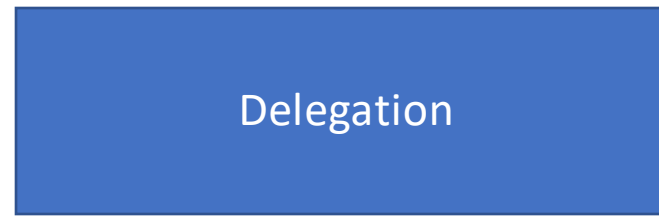
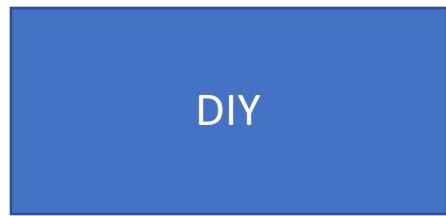
- Build processes – delegation is not a process (as it will come back to you) over time you will need:
 - Sales order handling/ Customer Service
 - Delivery, installation and maintenance
 - Order to cash
 - Hiring and review
 - Work force planning (schedules, timetables etc)
 - HR basics (payroll, holidays, sick leave)
- Plan for specialisation
 - Smaller businesses have to have generalists
 - Bigger businesses can't run with only generalists
- Collect information digitally – boring, painstaking but crucial
 - Start in the cloud
 - Customer info and order management
 - Purchases
 - etc
- Deliberately build the sort of ways or working and culture you want
 - It won't happen automatically for newcomers (esp if they have worked elsewhere)

Hiring people full-time is only one way to access the skills you need (and often not the best)



- Alternative to hiring
 - Try before you buy – capability and fit
 - Compare – don't just assume that Jerome will be a great sales person because he was a good technician
 - Start with part-time people for certain roles (e.g. part-time finance director)
 - Use fixed term contract – which you can convert to employment
 - Use associates/freelancer – there is a bit market out there
 - Don't assume a good early stage person is right for later stages – even in the same role
- Risks of hiring
 - Costly (to recruit)
 - Slow and time consuming
 - Error rate can be high – which really matters in a small company

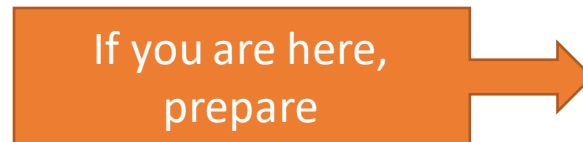
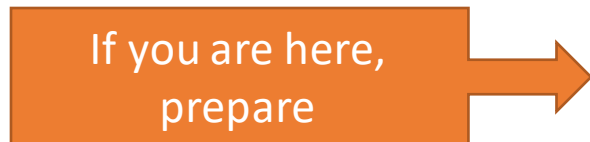
Degrees of distance



- Founders do all tasks
- All in your head
- Authority to make decisions

- Extension of the founders
- Immediacy (they sit next to me in the office)

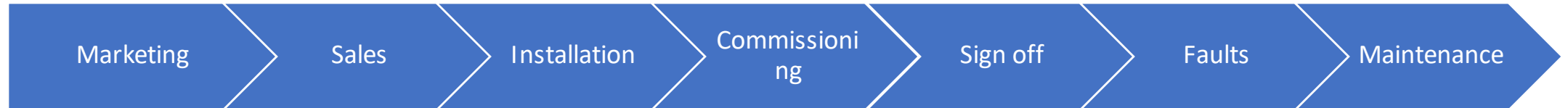
- Many new and different people with different experience
- Out of sight
- More infrequent communication



Where do you need to be involved?



Simplified customer journey



Today

Boss	X	X	X	X	X	X	X
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Tomorrow

Boss		X			X		
Sales office	X	X					
Installer			X	X		X	X

RACI and its role in delegation



Example RACI Chart

Project Deliverable (or Activity)	Project Manager	Strategist	Designer	Front End Developer	Back End Developer
Design site map	C	R	A	I	I
Design wireframes	C	A	R	I	I
Create style guide	A	C	R	C	I
Code templates	A	I	C	R	C

R = Responsible

Those who do the work to complete the task

A = Accountable

The one ultimately answerable for the correct and thorough completion of the work

C = Consulted

Those whose opinions are sought, typically subject-matter experts

I = Informed

Those who are kept up-to-date on progress, often only on completion

Making delegation work

- Who will you make responsible for different activities?
- What will give comfort that they are doing all that is needed?
 - Defined process (10 pages max) with RACI
 - Right recruits (attitude as much as experience)
 - Right culture (ok to ask, no blame, supportive)
 - Clear issue resolution path
 - KPIs and reporting (#jobs, #completed, #part done) – part of their job

Discussion



- What organisational challenges are you in the midst of as you develop your business (even in the last month you situation and ideas may have developed)?
- What is the solution you are currently mulling over?
 - Or you may be trying to alight on one from some options
- Comments from your peers and CLT